STRATEGIC PLAN FOR FISCAL YEARS

2005-06 THROUGH 2009-10

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

JULY 1, 2004

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OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE
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VISION

The Office of State Examiner is committed to providing for the successful operation of the Municipal Fire and Police Civil Service at the local level; building on a foundation of integrity, while seeking to inspire the confidence and trust of local governing officials, civil service boards, and employees in a system based upon merit, efficiency, fitness, and length of service.

MISSION

The mission of the Office of State Examiner, Municipal Fire and Police Civil Service, is to administer an effective, cost-efficient civil service system based on merit, efficiency, fitness, and length of service, consistent with the law and professional standards, for fire fighters and police officers in all municipalities in the State having populations of not less than 7,000 nor more than 400,000 inhabitants, and in all parish fire departments and fire protection districts regardless of population, in order to provide a continuity in quality of law enforcement and fire protection for the citizens of the State in rural and urban areas.

PHILOSOPHY

The citizens of Louisiana, and the dedicated fire fighters and police officers who protect them, are entitled to a municipal fire and police civil service system founded in fairness and integrity, and built on the concept of dedication and excellence of service.

GOALS

I. To develop and maintain validated classification plans in cooperation with the Municipal Fire and Police Civil Service Board in each jurisdiction which describe the grouping of like positions within the respective fire and police departments into classes which may be treated the same for all personnel purposes, the arrangement of which is designed to show the principal and natural lines of promotion and demotion, and which provide qualification requirements necessary for eligibility for admission to the respective examinations.

(Louisiana Revised Statutes, 33:2479(G)(1),(2),(5) and 33:2539(1),(2),(5))

II. To prepare and administer valid tests of fitness, developed according to professionally acceptable standards, for determining eligibility for initial appointment or promotion to classified positions in the respective fire and/or police departments of the municipalities and fire protection districts, score the tests and furnish the results to the local civil service boards for which the tests are given.

(Louisiana Revised Statutes, 33:2479(G)(1),(3) and 33:2539(1),(3))

III. To provide operational guidance in the legal requirements of the Municipal Fire and Police Civil Service System to the local civil service boards, governing and appointing authorities, department chiefs, employees of the classified fire and police services, and other local officers regarding the duties and obligations imposed upon them by civil service law and relevant State and Federal laws pertaining to the administration and management of personnel within the classified service.

(Louisiana Revised Statutes, 33:2479(G)(1),(4),(5),(6) and 33:2539(1),(4),(5),(6))

OBJECTIVES, STRATEGIES, AND RELATED PERFORMANCE INDICATORS

? **GOAL I:** **To develop and maintain validated classification plans in cooperation with the Municipal Fire and Police Civil Service Board in each jurisdiction which describe the grouping of like positions within the respective fire and police departments into classes which may be treated the same for all personnel purposes, the arrangement of which is designed to show the principal and natural lines of promotion and demotion, and which provide qualification requirements necessary for eligibility for admission to the respective examinations.**

OBJECTIVE I.1: To improve the content validity of the classification plan for each jurisdiction by assuring that each class description is supported by job analysis data not greater than five years old by June 30, 2010.

STRATEGY I.1.1 Conduct new job analyses for all classes not supported by job analysis data which is less than five (5) years old and make recommendations to local civil service boards on needed class plan changes.

STRATEGY I.1.2 Complete a major statewide analysis of all entrance fire prevention and fire investigation classes.

STRATEGY I.1.3 Develop validity documentation for qualification requirements recommended for all classes.

PERFORMANCE INDICATORS:

Input:
Baseline number of class descriptions.
Baseline number of class descriptions not supported by job analysis data less than five (5) years old.
Baseline number of class descriptions not having content validity documentation supporting qualification requirements.
Baseline number of entrance fire prevention and fire investigation classes targeted for multi-jurisdictional job analysis.

Output:	Number of new job analyses conducted to provide documentary support of class descriptions. Number of recommendations made to local civil service boards to amend class plans based upon job analysis data less than five (5) years old. Number of class descriptions whose qualification requirements are supported by new job analysis documentation. Number of entrance fire prevention and fire investigation classes analyzed.
Outcome:	Percent of class descriptions meeting the criteria of having job analysis support less than five (5) years old. Percent of class descriptions with qualification requirements supported by appropriate validity documentation. Percent of entrance fire prevention and fire investigation classes analyzed.

OBJECTIVE I.2: By June 30, 2010, improve efficiency of service to local civil service boards by providing timely recommendations to civil service boards on needed class plan changes following all job analyses within sixty (60) days of receipt of job analysis information, and by providing updated class descriptions on changes adopted by boards within ten (10) days of receiving minutes of meeting.

STRATEGY I.2.1 Develop and maintain an integrated database which will provide targets for completion of needed class plan revisions at the time the job analysis data is received and minutes are reviewed.

STRATEGY I.2.2 Cross train professional personnel so that more manpower will be available for developing class plans when peak periods of activity are experienced.

STRATEGY I.2.3 Provide classification personnel with timely access to board minutes reported to the Office of State Examiner by scanning minutes into database to be developed for this purpose.

PERFORMANCE INDICATORS:

Input:	Baseline average number of workdays between the date of receipt of job analyses data and the date a recommendation to revise the class plan is sent to the board. Baseline average number of days between receipt of minutes of board meeting wherein the adoption of class

plan revisions is recorded and the date on which final adopted version is forwarded to the civil service board.
Baseline number of class descriptions identified as requiring revision following receipt of recent job analysis.

Output: Number of new job analyses conducted to provide documentary support for class descriptions.
Number of class description recommendations made to local civil service boards.

Outcome: Average number of workdays between date of receipt of job analysis data and date of recommendation on class plan change to civil service board.
Average number of days between receipt of minutes of board meeting identifying changes adopted to class plan and the date on which final adopted version is forwarded to the civil service board.

Efficiency: Percent reduction in response time between receipt of job analysis data and recommendation for class plan revision.
Percent reduction in response time between receipt of minutes and forwarding final adopted version of class plan document.

? **GOAL II: To prepare and administer valid tests of fitness, developed according to professionally acceptable standards, for determining eligibility for initial appointment or promotion to classified positions in the respective fire and/or police departments of the municipalities and fire protection districts, score the tests and furnish the results to the local civil service boards for which the tests are given.**

OBJECTIVE II.1: By June 30, 2010, improve the validity of examinations developed by the Office of State Examiner so that candidates identified as eligible will have the knowledge and skills necessary to be placed in a working test period, and so that examinations administered will be legally defensible.

STRATEGY II.1.1 Expand upon the development of low fidelity, job simulation test items for use in exams for Deputy Police Chief, Assistant Police Chief, Police Major, and Police Captain in the police service, and Deputy Fire Chief, Assistant Fire Chief, and District Fire Chief in the fire service.

STRATEGY II.1.2 Develop documentary support for the use of scores for ranking purposes on standard, multi-jurisdictional promotional examinations through input of experts in the fire and police services.

STRATEGY II.1.3 Develop promotional exams, when requested, to include knowledge of local operating procedures, enter into agreement with local officials to provide updated procedures on an ongoing basis.

STRATEGY II.1.4 Develop standard, multi-jurisdictional entrance fire prevention and fire investigation examinations for use in as many levels statewide as possible

PERFORMANCE INDICATORS:

Input: Baseline number of low fidelity, job simulation test items in item bank.
Baseline number of standard, multi-jurisdictional promotional examinations having documentary support for score ranking.
Baseline number of non-standard, promotional tests which measure knowledge of local operating procedures.
Baseline number of statewide, multi-jurisdictional entrance fire prevention and fire investigation examinations.

Output: Number of new low fidelity, job simulation test items developed.
Number of new standard, multi-jurisdictional promotional examinations developed having documentary support for score ranking.
Number of new non-standard promotional exams developed which measure knowledge of local operating procedures.
Number of new standard, multi-jurisdictional entrance fire prevention and fire investigation examinations developed.

Outcome: Percent increase over baseline number of low fidelity job simulation test items in item bank.
Percent of standard, multi-jurisdictional promotional examinations for which documentary support for score ranking has been established.
Percent increase in the number of non-standard, promotional exams which measure knowledge of local operating procedures.
Percent increase of number of statewide multi-jurisdictional entrance fire prevention and fire investigation

examinations.

Outcome & Efficiency:

Number of challenges to where a civil service board, court, or other regulatory entity such as the Department of Justice or the Equal Employment Opportunity Commission has found that an examination, developed and administered by the OSE was not appropriate. (The standard to which we aspire is to have 0 decisions finding fault with our examinations.)

OBJECTIVE II.2: By June 30, 2010, to provide examination scores to local civil service boards within 80 days from receipt of exam request despite an anticipated 50% increase in number of jurisdictions to which the system is applicable.

STRATEGY II.2.1 Develop relational database computer application to assist in moving examinations through the developmental and grading process in a timely manner.

STRATEGY II.2.2 Increase efficiency of staff by cross training on key functions such as grade, analysis and report preparation.

STRATEGY II.2.3 Improve features of custom test generation software to eliminate much of the word processing work required to produce examinations, study guides, and reports.

STRATEGY II.2.4 Add one Human Resources Program Consultant and one Administrative Specialist to table of organization by September 1, 2004.

STRATEGY II.2.5 Add an additional Human Resources Program Consultant to table of organization by July 1, 2010.

PERFORMANCE INDICATORS:

Input: Number of examination requests
Baseline average number of workdays from date of examination request to date scores are mailed.

Outcome: Average number of workdays from date of examination request to date scores are mailed.

Efficiency: Percent reduction in the average number of workdays from date of examination request to date scores are mailed.

OBJECTIVE II.3: Improve quality of examinations and efficiency of exam preparation by conducting a comprehensive review and update of all 7,800+ test questions in OSE database from which tests are drawn by June 30, 2010.

STRATEGY II.3.1	Provide training to five members of the professional staff each year (on a rotating basis) in the principles of item writing and test validation methodology through the International Personnel Management Association Assessment Council. Encourage employees to obtain professional certification through this organization.
STRATEGY II.3.2	Review item bank to remove outdated items which cannot be sourced to recognized text, or which do not perform as expected in measuring job knowledge.
STRATEGY II.3.3	Convert item bank from DOS format to Windows format.
STRATEGY II.3.4	Improve integration of grading and test construction software programs by providing for data on item performance to be automatically posted following the administration of each examination.
STRATEGY II.3.5	Revise test questions in item bank, as necessary, to comply with agency and technical standards for item construction.
STRATEGY II.3.6	Develop new test questions, as necessary, to provide a sufficient database from which job knowledge in specific classes may be evaluated.

<u>PERFORMANCE INDICATORS</u>:

Input:	Baseline number of test questions in item bank.
Output:	Number of test items reviewed and removed from item bank.
	Number of test items updated or revised.
	Number of test items researched and sourced to new reference edition.
	Number of new test items written to satisfy requirements of examination plans.
Outcome	Number of test questions which must be removed during the grading process due to problems with item construction or source.
Efficiency:	Percent of item bank revised.

? **GOAL III.** **To provide operational guidance in the legal requirements of the Municipal Fire and Police Civil Service System to the local civil service boards, governing and appointing authorities, department chiefs, employees of the classified fire and police services, and other local officers regarding the duties and obligations imposed upon them by civil service law and relevant State and Federal laws pertaining to the administration and management of personnel within the classified service.**

OBJECTIVE III.1: To provide initial orientation by June 30, 2010, to local governing authorities in 24 new jurisdictions to which the system applies concerning the requirements of Municipal Fire and Police Civil Service Law, and assisting such entities in establishing civil service boards.

STRATEGY III.1.1 Establish initial contact with local officials (mayors, fire board of commissioners, department chiefs) of potential jurisdictions to determine if criteria for inclusion in the system has been met, and offer advice and assistance on the provisions of the Municipal Fire and Police Civil Service system.

STRATEGY III.1.2 Develop and utilize a database tracking system with specific follow-up dates for contacts with potential jurisdictions.

STRATEGY III.1.3 Attend meetings in local areas as may be necessary in order to explain the process of establishing civil service system and answer questions and concerns.

STRATEGY III.1.4 Provide technical support as needed over the phone and by correspondence.

STRATEGY III.1.5 Establish a working relationship with the Office of Attorney General in order to encourage potential jurisdictions required be in the system to comply with the provisions of civil service law.

STRATEGY III.1.6 Swear in new civil service boards and provide initial training in the functions and responsibilities of the civil service board.

PERFORMANCE INDICATORS:

Input:	Number of jurisdictions for which boards have been sworn in. Number of potential jurisdictions identified as meeting the criteria for establishing a civil service system.
Output:	Number of potential jurisdictions for which initial orientation has been completed.
Outcome:	Percentage of jurisdictions identified as meeting applicability requirements for inclusion in system for which initial orientation has been completed. Number of new jurisdictions added for which boards have been sworn in. Percent increase in number of sworn jurisdictions for which boards have been sworn in.

OBJECTIVE III.2: To improve service to jurisdictions through timely support to those involved in the operation of the system at the local level through telephone support, correspondence, seminars, individual orientation sessions, and revised training materials with interactive components by June 30, 2010.

STRATEGY III.2.1 Provide telephone support to individuals with operational questions about the system by responding to questions within twenty-four hours.

STRATEGY III.2.2 Provide each board member and board secretary with an operations manual and accompanying interactive CD-rom which serves as a reference for the proper completion of various forms, including personnel action forms, posting notices, and subpoenas.

STRATEGY III.2.3 Provide written guidance as requested by responding to all written inquiries within ten days.

STRATEGY III.2.5 Conduct training seminars in the operation of the system and relevant personnel matters for appointing authorities or their designees, fire and police chiefs, civil service boards, and board and chief's secretaries.

STRATEGY III.2.6 Publish newsletter at least once a year on legal changes impacting the system, services available through the Office of State Examiner and frequently asked questions.

STRATEGY III.2.7 Review minutes of all civil service board meetings reported to the Office of State Examiner in order to offer timely advice on the operation of the system in accordance with civil service law.

STRATEGY III.2.8 Provide supporting information (civil service law, classification plans, board rules, and operations manuals in a searchable CD-rom format to each civil service board and department chief.

STRATEGY III.2.9 Speak to state conferences of employee groups, chief's associations, and associations of appointing authorities when requested.

STRATEGY III.2.10 Track legislation pertinent to the Municipal Fire and Police Civil Service system in order to provide information as requested to persons with a vested interest in the operation of the system.

STRATEGY III.2.11 Conduct a salary survey of all jurisdictions within the Municipal Fire and Police Civil Service system, and make results available to all jurisdictions and interested parties.

PERFORMANCE INDICATORS

Input:	Number of telephone inquiries received.
	Number of written requests for guidance.
	Number of civil service minutes reviewed.
Output:	Number of newsletters published per year.
Outcome:	Number of individuals trained through seminars or individual orientation.
Efficiency:	Percent of telephone inquiries handled within twenty-four hours.
	Percent of written requests for guidance handled within ten days.
Quality:	Percentage of seminar attendees rating training as informative and helpful.

OBJECTIVE III.3: To maintain, during each fiscal year through June 30, 2010, the percentage of personnel action forms (PAFs)which must be returned to local jurisdictions for correction at 1% of all PAFs reviewed, through training of local personnel and the development and distribution of interactive computer-based tutorials.

STRATEGY III.3.1 Review all personnel action forms reported by local civil service board and enter into agency database.

STRATEGY III.3.2 When personnel actions are not made in accordance with the law, return PAFs reporting such to the local civil service board along with a written explanation of the problem.

PERFORMANCE INDICATORS:

Input:	Number of personnel action forms received.
Output:	Number of personnel action forms reviewed for

	compliance with civil service law.
Outcome:	Number of personnel action forms returned to jurisdictions for corrections because of errors in applications of civil service law.
Efficiency:	Percentage of PAFs reviewed which are returned for correction.

OBJECTIVE III.4: To increase service to jurisdictions and to applicants for employment in the system through the e-government concept by adding online, interactive services in five (5)categories by June 30, 2010.

STRATEGY III.4.1 Provide fill-in-the-blank forms, such as posting notices, subpoenas, seniority rosters, etc., that can be completed online.

STRATEGY III.4.2 Provide summaries of Attorney General Opinions relevant to the Municipal Fire and Police Civil Service.

STRATEGY III.4.3 Provide summaries of Appellate and Supreme Court decisions relevant to the Municipal Fire and Police Civil Service.

STRATEGY III.4.4 Provide summaries of Ethics Board Opinions relevant to the Municipal Fire and Police Civil Service.

STRATEGY III.4.5 Establish a statewide registry for persons interested in Firefighter and Police Officer job opportunities in other jurisdictions.

STRATEGY III.4.6 Provide links to other internet sites related to the Municipal Fire and Police Civil Service System.

PERFORMANCE INDICATORS:

Input:	Number of informational categories on agency website.
Output:	Number of new informational categories added to website.
Outcome:	Number of visitors (hits) to website. Percent increase in informational categories on website.

APPENDIX A

OFFICE OF STATE EXAMINER
DEVELOPMENT OF STRATEGIC PLAN
FISCAL YEARS 2005-06 THROUGH 2009-10

SITUATION INVENTORY

Who are the customers/clients, other stakeholders, and expectation groups for the Office of State Examiner?

CUSTOMERS

Customers of government are defined to include anyone who receives or uses the services of a government program or whose success or satisfaction depends upon the actions of a department, office, institution, or program.

The customers of the Office of State Examiner are the members of the local Municipal Fire and Police Civil Service Boards, the classified employees within the system, the departmental chiefs and governing authorities, those candidates seeking employment in the classified service, and those individuals seeking information about the operation of the system. The interests of the respective customers will be discussed separately.

The members of the local Municipal Fire and Police Civil Service Boards, who serve without compensation and who usually lack a background or training in personnel administration, as well as the civil service board secretaries, depend heavily upon the Office of State Examiner (OSE) in the execution of their duties. The OSE works closely with the board members in analyzing positions and allocating them to their rightful place within the classified service, developing and maintaining classification plans, and providing advice on how to conduct meetings and hearings in accordance with State law. At the request of the local board, the OSE develops and administers tests of original entrance and promotion, then furnishes the results to the local board. The OSE also assists the civil service boards in determining if appointments and promotions are made in accordance with civil service law. The assistance and training provided to civil service board members is a continuous process, as board membership changes on a regular basis. The terms of office for civil service board members are for three years, with the terms of the respective appointees expiring on a staggered basis in each jurisdiction.

The classified employees of the Municipal Fire and Police Civil Service depend upon the OSE to ensure that the system functions in the manner in which it was created: to provide a structured, competitive merit system; continuous employment during changes of local government administration, a system of equal pay for equal work, a method through which an employee may seek relief if he feels he has been subjected to discrimination in employment practices or working conditions, as well as relief from unfair disciplinary or corrective actions. The classified employees depend upon the OSE to provide promotional tests that are fair and job related, and to also provide feedback on examination performance so that future study efforts might be guided accordingly. Classified employees also turn to the Office of State Examiner when questions arise about the operation of the Municipal Fire and Police Civil Service system.

The departmental chiefs and governing authorities depend upon the OSE, through the use of validated employment examinations, to provide the local civil service boards with lists of candidates for entrance and promotion who have a reasonable expectation of success in the working test period. The local officials use the group analyses of exam performance provided by this office in analyzing the effectiveness of and guiding departmental training efforts. The departmental chiefs and governing authorities are provided an orderly and efficient system of personnel administration. The departmental chiefs and governing authorities also depend upon the OSE for advice and guidance on the procedures to be followed when disciplining or terminating employees. The OSE works closely with local officials in scheduling examinations so that public safety manpower staffing levels are not compromised during the examination process. The OSE also identifies and provides initial orientation and key support to new jurisdictions entering the system.

Those candidates seeking employment in the classified service depend upon the OSE to develop and utilize tests that are fair and job related, to provide information on locations where upcoming examinations are being administered, and to provide guidance on the process for reporting their scores to jurisdictions other than where they tested, but where employment opportunities might be available or desired.

The final type of customer for the OSE are the individuals seeking records or information of a public nature under the public records statutes. These individuals have an expectation that those records that fall within the public domain will be made available within a reasonable amount of time.

STAKEHOLDERS

Stakeholders are defined as groups or individuals who have a vested interest in the organization.

The stakeholders of the Office of State Examiner include those entities previously identified as customers, as well as employee associations, municipal or civic associations, the citizens of the communities served by the various fire and police departments, and fire and police training facilities. The benefits to the community include professional employees who are employed and promoted on the basis of skills and professional abilities, thus responding to the primary need of public safety in the area. The overall program is geared to provide an equitable employment situation for employees and potential employees within the system, with the end result being greater efficiency within the departments, increased professionalism of employees, improved law enforcement and fire protection within the communities, and sustained higher employee morale.

EXPECTATION GROUPS

Expectation groups are defined as those entities which expect certain levels of performance or compliance but do not receive services from an organization.

The expectation groups associated with the Office of State Examiner include the Equal Employment Opportunity Commission, the Department of Justice, the Legislature, and any court before which the operations of the Office of State Examiner may be reviewed.

The Office of State Examiner is expected to use professionally acceptable standards in conducting job analyses, developing classification plans, and validating examinations that are used as part of the selection process in the respective jurisdictions. The standards by which these activities are reviewed are found in the Equal Employment Opportunity Commission's Uniform Guidelines on Employee Selection Procedures, adopted by four Federal agencies in 1978. In addition, the EEOC also oversees provisions of the Americans With Disabilities Act which pertain to hiring and employment practices.

What services are provided by the Office of State Examiner?

- Testing for entrance and promotion in the respective jurisdictions.
- Lists of eligibles furnished to local civil service boards.
- Study guides and pre-examination booklets.
- Individual and group analyses.
- 24-hour access phone number for information on firefighter and police officer tests.
- Development of classification plans and assistance to the local boards in allocating positions to the appropriate classifications.
- Review of roll calls furnished by local civil service boards for promotional examinations for eligibility of reported individuals according to established board rules.
- Assistance to local civil service boards, governing authorities and employees within the system on the operation of the Municipal Fire and Police Civil Service.

- Seminars for local boards, governing officials, and board secretaries.
- Review of appropriateness of all personnel actions.
- Maintenance of files on all employees within the system.
- Maintenance of web site with frequently requested information.
- Competitive and promotional application forms.
- Newsletter of topics pertinent to those served by this office.

What is the authority of the Office of State Examiner in providing the services identified above?

Article X, Section 16 of the Louisiana Constitution of 1974, and other provisions of the Constitution of 1921, Article 14, § 15.1 not specifically mentioned in R.S. 33:2471 et seq.
Louisiana Revised Statutes 33:2471 through 2508.
Louisiana Revised Statutes 33:2531 through 2568.
Louisiana Revised Statute 33:2591.

What is the history of the operation of the Office of State Examiner, Municipal Fire and Police Civil Service, and what is the current status of the organization?

Historical Perspective - Office of State Examiner

1934 - Act 22 of the Second Extraordinary Session of 1934 created a State Civil Service Commission composed of the following: Governor, Lieutenant Governor, Speaker of the House of Representatives, State Superintendent of Public Education, Attorney General, Secretary of State, and the Superintendent of the Bureau of Criminal Identification and Investigation. The Commission was given the power to investigate the heads of all municipal police and fire departments, except those elected by direct vote of the people and to "require of them proof of their competence to hold such position." The Commission was given the power to remove such head if he was found to be incompetent, as well as the power to pass on all new heads. Members of the police and fire departments could be dismissed by the department head, but his action was subject to review by the Commission. The Commission could also suspend members of the force on its own initiative or, after inquiry or hearing, compel a person's dismissal.

1940 - Act 253 of 1940 created the Municipal Fire and Police Law which applied to cities with populations from 16,000 to 100,000. The six original cities in the system were Alexandria, Baton

Rouge, Lafayette, Lake Charles, Monroe, and Shreveport. Act 253 created a five member civil service commission in each city, and also created the office of State Civil Service Examiner to be appointed by the governor with the consent of the Senate. The Municipal Fire and Police Law provided that seniority should be the basis for all promotions, as well as for reductions in force. The Department of Civil Service temporarily administered the Municipal Fire and Police Civil Service System from 1940 to 1944.

1942 - The population minimum for inclusion in the system was lowered from 16,000 to 13,000, thus including the cities of New Iberia and Bogalusa. In 1942 the system covered 575 classified fire fighters and 500 police officers.

1944 - The Municipal Fire and Police Civil Service was officially separated from State Civil Service on July 27, 1944, by Act 102 of 1944.

1948 - The upper population limit for inclusion in the system was changed from 100,000 to 250,000.

1952 - Act 302 of 1952 incorporated the Fire and Police Civil Service into the Constitution of 1921 by amendment. Following passage by the Legislature, the amendment was approved by the voters in November 1952.

1964 - Act 282 of 1964 broadened the scope of applicability to municipalities with populations of 7,000 to 13,000, and included all fire protection districts.

1970 - Act 643 of 1970 created a classified fire and police civil service in all municipalities having a population between 250,000 and 500,000.

1974 - Article X, Section 16 of the Louisiana Constitution of 1974 provided for the establishment of a system of classified fire and police civil service in municipalities with populations exceeding 13,000, and in all fire protection districts operating a regularly paid fire department. Section 17 provided that permanent appointments shall be made only after certification by the applicable municipal fire and police civil service board under a general system based upon merit, efficiency, fitness, and length of service as provided in Article XIV, Section 15.1 of the Constitution of 1920, subject to change by law enacted by two-thirds of the elected members of each house of the legislature. Section 18 provided that "Except as inconsistent with this Part, the provisions of Article XIV , Section 15.1 of the Constitution of 1921 are retained and continued in force and effect as statutes." The applicable statutes are Louisiana Revised Statutes 33:2471 et seq., and 33:2531 et seq.

1992 - Act 497 of 1992 amended and reenacted Louisiana R.S. 22:1419(A), relative to dedications of the Insurance Rating Commission Expense fund to create the Municipal Fire and Police Civil Service Operating Fund in the state treasury by dedicating 2/100 of 1 percent of gross insurance premiums for the operation of the Office of State Examiner.

1999 - Act 931 of 1999 further amended R.S. 22:1419(A)(2) to provide for increased dedications of the Insurance Rating Commission Expense fund to the Municipal Fire and Police Civil Service Operating Fund in the amounts of 2.25 1/100ths for premiums paid in 1998, 2.37 1/100ths by 2001, and 2.5 1/100ths by 2003 and every year thereafter.

FISCAL YEAR	NO. OF JURISDICTIONS	NO. OF CANDIDATES EXAMINED	NO. OF EMPLOYEES IN SYSTEM	OSE STAFF
1974-75	48	3,720	4,245	20
1980-81	52	5,480	5,183	19
1981-82	55	5,320	5,450	19
1982-83	55	7,741	5,550	19
1983-84	55	6,615	5,850	19
1984-85	56	6,593	6,000	16
1985-86	58	8,531	6,100	15
1986-87	63	6,318	5,990	12.75
1987-88	64	7,216	6,175	13
1988-89	68	7,456	6,073	12
1989-90	71	6,777	6,137	12
1990-91	73	6,940	6,407	12
1991-92	76	7,533	6,453	14
1992-93	82	5,835	6,552	14
1993-94	84	6,395	6,668	14
1994-95	88	6,074	6,868	15
1995-96	90	6,523	7,036	15
1996-97	92	6,448	7,306	15
1997-98	93	5,765	7,404	17
1998-99	96	6,250	7,434	17
1999-00	96	6,129	7,647	17

FISCAL YEAR	NO. OF JURISDICTIONS	NO. OF CANDIDATES EXAMINED	NO. OF EMPLOYEES IN SYSTEM	OSE STAFF
2000-01	96	6,394	7,803	17
2001-02	96	7,281	7,817	17
2002-03	97	5,728	7,914	17
2003-04	100		8,375*	17

* as of June 17, 2004

Current Status of the Office of State Examiner, Municipal Fire and Police Civil Service

There are 100 jurisdictions currently served by the Office of State Examiner in 40 parishes throughout the state. As of June 30, 2004, there were 8,375 classified employees within the system. For a list of jurisdictions with the number of employees, please refer to Appendix D. The table of organization for the Office of State Examiner contains 17 employees, all of whom are in the classified service (see Appendix E for a current organizational chart).

Duplication of Effort

The Department of State Civil Service and the State Police Commission serve different constituent groups than does the Office of State Examiner, and under different legal authority. While all entities provide civil service examinations and eligibility lists, the Office of State Examiner works exclusively with *local* governing authorities and civil service boards. The Office of State Examiner also must accommodate and adapt to the rule making ability of civil service boards in *each* jurisdiction served by the agency, rather than working under a standard set of rules adopted by one board. Each jurisdiction has its own classification plan, and tests administered by the Office of State Examiner must reflect the requirements of the job as it exists locally. This would be similar to the Department of State Civil Service having to conduct independent job analyses and develop separate examinations appropriate for Administrative Specialist positions in each state agency utilizing that class. The Office of State Examiner also has a different test validation requirement than do the other civil service entities because of the uses and applications made of the test scores according to state law. The Office of State Examiner has no responsibility for recruitment, as do the other entities, in that the local civil service boards in the system bear this responsibility.

ENVIRONMENTAL SCAN – INTERNAL FACTORS

What are the current and projected internal factors that may have an impact on the operations of the Office of State Examiner over the next five years?

The Office of State Examiner currently has seventeen (17) authorized positions, including only two (2) clerical positions. This staffing level is inadequate to meet the workload demands required of this office by the constitution and statutes. Our budget requests have repeatedly articulated this need, including detailed supporting documentation on required manpower to function at a continuation level, but with no successful outcome. At this writing, we are encouraged by the progress in the legislative process that our request that two positions be added to our table of organization will be finally approved. The manpower staffing analysis contained in our FY 2004-05 budget request indicated an employee deficit of 531 days, or 2.3 additional employees needed for the budget year. This problem will become progressively worse as new jurisdictions are added fairly rapidly during the next few years. (Note: This problem will be discussed in detail under the section for "external factors.") This problem is particularly frustrating in that sufficient funds are available to adequately meet existing staffing requests in the Municipal Fire and Police Civil Service Operating Fund *without* any use of State General Funds.

Exacerbating the chronic staffing shortage are a difficulty in filling vacancies, the number of employees eligible for retirement, a relatively high turnover rate, and employee morale. We have looked at each of these problems as objectively as possible, and offer the following analysis:

Difficulty filling job vacancies: The Office of State Examiner places a high emphasis on making good hiring decisions, and we make such decisions with the long term ability of the OSE to fulfill its mission in mind. Despite the existence of a hiring freeze in 2000, we made the difficult decision to terminate three employees serving in probationary "working tests" during that year. Although we were granted an exemption to the hiring freeze, the problem of insufficient qualified eligibles on the PET list who met our requirements continued to plague our efforts. This problem provided an opportunity to explore other recruitment efforts, which resulted in establishing a relationship with the Psychology Department of Southern University. Dr. Muriel Harrison has worked closely with us in providing access to graduates and graduating seniors in their program, and, as a result of this relationship, we have attended career days, provided classroom instruction, and have been asked to serve as a training facility for psychology interns who seek actual work experience in their chosen field prior to graduation.

We have also had difficulty hiring, training, and retaining qualified employees for our two clerical positions. Due to the confidentiality and highly technical nature of work inherent in the two jobs, however, we were successful in having these positions reallocated. As a result, retention in these positions has improved.

Employees eligible for retirement: Two employees of the Office of State Examiner are currently eligible for retirement; two others will become eligible during the five-year period covered by this strategic plan. While this represents a potential loss of nearly 25% of staff by FY 09-10, the problem is magnified with the understanding that these four employees represent 60.7% of the combined agency experience. Their retirement will reduce the current average agency experience from 10.5 years to 4.1 years. All four persons occupy key positions. Two employees serve in our testing division: one employee, with 32 years of experience, is our most experienced journeyman level employee in the testing division and is also our Assistant Test Development Manager; the other, with 17 years of experience develops all exam plans in the testing division. Another employee who handles all accounting and human resources functions for the agency possesses 32 years experience. Finally, the State Examiner, who possesses 27 years of experience, will also become eligible for retirement during this strategic plan period.

High turnover: One factor in analyzing turnover must be the relatively high employment rate we have experienced in the Baton Rouge area over the last few years. It is difficult to hire and retain qualified employees if the pay we are able to offer is not competitive with the private industry. It is also difficult for a small agency to appear competitive with the larger ones when attracting entry-level employees who have real issues concerning opportunities for career advancement. A second factor is the very high volume of work our employees must produce in order for the OSE to meet its goals in a timely manner. Chronic staffing shortages have forced the agency into paying time and a half overtime inasmuch we cannot afford to lose the valuable hours lost due to compensatory time. This is an adequate short-term solution, but the problem is not defined by peak periods during the year. Our staffing shortage is an ongoing problem throughout the year. As will be discussed below, low employee morale and increased health problems result when employees are not afforded adequate “off” time.

Employee morale: A high workload with relatively little chance for career advancement in the foreseeable future are factors which contribute to employee morale not being as high as we would like. This has been an area we have worked very hard to improve over the past several years. Steps we have taken to mitigate the effects of those things we cannot change include the acquisition of ergonomically designed furniture, office reorganization and reallocation of key positions to levels commensurate with responsibility, a demonstrated commitment to training that provides necessary tools to accomplish job duties, and a change in the office culture and policies to become more “family friendly” in allowing greater flexibility in work schedules. The inclusive, participatory management style of the current State Examiner has also encouraged growth and professional development among all employees, a factor which has impacted positively on the overall morale of the agency.

ENVIRONMENTAL SCAN – EXTERNAL FACTORS

What are the current and projected external factors or issues that may have an impact on the operations of the Office of State Examiner over the next five years?

1. A projected 50% increase in the number of jurisdictions to which the Municipal Fire and Police Civil Service Law applies.

Jurisdictions are required by law to enter the Municipal Fire and Police Civil Service when one of two conditions is met: In the case of a municipality, the system becomes applicable when the city operates a paid fire or police department, and when the population reaches 7,000 or over as a result of the last decennial census. The 2000 Census identified three additional municipalities to which the Municipal Fire and Police Civil Service System will apply. In the case of a fire protection district, the system becomes applicable when a volunteer department hires at least one regularly paid employee having as a primary responsibility one of the duties identified under Louisiana Revised Statutes 33:2541 (A).

While there have been occasions when this *has* occurred, we generally do not have chiefs of small departments knocking on our door and asking for services from our office. Many are not aware of the requirements or applicability of the system. The Office of State Examiner, therefore, sees an obligation to identify those entities to which the system applies and offer essential guidance to local governing authorities in assisting them with compliance with the provisions of this law.

The research involved in identifying new jurisdictions has traditionally been very extensive and time consuming. The decennial census has always been a logical tool to use in identifying new municipalities, although identifying new paid fire departments was often dependent upon word-of-mouth reports. While we have researched supplemental pay records, one of the problems encountered is that the department may use a name that is misleading. An example would be those departments which use the name of a small town as the name of the fire department. The population of the town might be well below the required 7,000 inhabitants (thus making the system not applicable to a *municipal* fire department), but a close examination of the organization of the department may indicate that it is, in fact, a parish fire protection district that would denote applicability of our system.

The advent of internet capabilities within our office, as well as resources made available through other state agency websites such as that of the State Fire Marshal, have given this office the opportunity to identify new jurisdictions with a higher degree of certainty. We have identified 27 additional jurisdictions as definitely meeting the criteria for inclusion in our system, and have an additional list of 42 jurisdictions currently requiring further research. It is conservatively projected that approximately half of the additional 42 jurisdictions will meet system applicability criteria. This represents an increase of 48 new jurisdictions or an increase of 50% over our current workload.

The crisis this presents is that the Office of State Examiner has a legal obligation to contact and provide services to a client base that is nearly 50% larger than what we currently serve. We have struggled with chronic manpower shortages for our existing workload, and it would be irresponsible to establish contact with jurisdictions and advise them of system applicability, then not be able to follow through with the required services. It is essential that we increase the size of our staff to accommodate our dramatic growth in jurisdictions, yet still provide services at a continuation level to existing jurisdictions. Our plan for accommodating this growth includes adding two positions to the table of organization: a Human Resources Program Consultant and an Administrative Specialist 1. In addition, we have made organizational adjustments by working toward reallocating three key positions by assigning greater responsibilities and duties. These positions include one Human Resources Program Consultant Supervisor, two Human Resources Program Consultants 3, and one Executive Secretary. Resources will be devoted initially to the intensive effort and support needed to assimilate and provide operational training to the new jurisdictions (Personnel Management Division), and will be gradually shifted to the Testing Division as the workload shifts to that function once the local systems are operational.

An additional problem with bringing new jurisdictions onboard is that the Office of State Examiner has no legal means of forcing compliance with the provisions of the law. The system is mandatory for those departments meeting eligibility criteria, and the Attorney General has opined that jurisdictions may not simply choose not to be included. It is our intention to establish contact with the Office of the Attorney General in this regard to discuss appropriate methods for requiring compliance.

2. The desire for reform of current civil service provisions.

There are many proponents for change in the system who make convincing arguments that the current legal requirement for promoting the eligible with the greatest total department seniority encourages mediocrity and decreases departmental effectiveness. This position is held primarily by the department administrators and governing authorities. Employee groups, on the other hand, are nervous that changes to the promotional scheme will open the door to political patronage and roadblocks to career advancement for officers who are qualified, yet not in a favored group. The Municipal Fire and Police Civil Service Law was initially enacted in 1940 to eliminate such favoritism not based on merit factors. The argument has been hotly debated before legislative committees, with both sides offering differing views of what constitutes a "merit system."

The Office of State Examiner desires to facilitate discussions between the two client groups in a non-contentious atmosphere that will allow common ground to be explored between the opposing sides of the argument for reform. The essential element is that both parties desire efficiency and safety in the fire and police services. The challenge is finding personnel management tools which will move the system forward while remaining sensitive to the needs and concerns of career fire and police professionals. The State Examiner has been invited to speak before state conventions for both the Professional Firefighters of Louisiana and the Louisiana Police Chiefs' Association, as well as meet with members of the respective groups to discuss the opportunities for change in the system.

The challenge facing the Office of State Examiner is that we must be prepared to move in whatever direction is provided by the Legislature regarding civil service reform. Tests are validated for specific uses, and our tests are currently validated for use on a pass/fail basis as is required by our existing law. Additional documentation is needed and different test formats might be appropriate if the system moves to promoting on the basis of test scores.

3. Utilization of e-government techniques and technological advances.

The Office of State Examiner embraces the progressive mission of the State of Louisiana to provide "world-class government services" to its citizens and others through the effective use of technology. As we move forward into the twenty-first century, the Office of State Examiner will endeavor to anticipate and respond to the needs of those whom we serve through the use of the Internet and the agency's presence on the world wide web. The agency has become a resource of instant support and information in matters related to the fire and police classified service, and we will continue to search for ways which will improve accessibility and expand the availability of information. In FY 2003-04, the Office of State Examiner redesigned its website to make access to such information more convenient than ever before. Included in the redesign is an interactive personnel action form whereby appointing authorities are able to complete personnel actions online, and print the document for distribution. Access to other statutes which deal with the fire and police service is also available, as are answers to frequently asked questions about the classified service. The following is a representation of concepts which are currently being evaluated and developed for inclusion in the near future:

1. A registry of entry-level police officer and firefighter applicants willing to be considered for employment in municipalities and fire protection districts included in the Municipal Fire and Police Civil Service System. This database will provide the names of persons who have received passing scores on the competitive entrance police officer or firefighter examinations, and whose scores have been certified by the appropriate civil service board. The registry will include a brief resume of the applicant, and will be accessible by password to fire chiefs, police chiefs, and appointing authorities over a secure connection for recruiting purposes.

2. Eligibility lists which are accessible by civil service boards, and which are password

protected over a secure connection.

3. An initial point of contact for research into subject matter related to the employment and personnel administration of the classified fire and police service, including applicable Case Law (Federal and State court decisions), Attorney General Opinions, and Ethics Board Rulings and Opinions.

The Office of State Examiner also recognizes, as the result of Act 1467 of 1997, that the Louisiana Legislature and the Division of Administration, Office of Planning and Budget are also clients of the agency, inasmuch as the act mandates performance-based budgeting. The ***Louisiana Government Performance and Accountability Act*** requires, among other things, that agencies perform strategic planning, operational planning, performance accountability, and performance reporting. When the Office of State Examiner began implementing the provisions of the Act, the agency utilized computer software applications considered sufficient for the time, but which also required a significant allocation of personnel resources in order to maintain. Because technology has outpaced the agency's fiscal ability to acquire or develop a more efficient means of workload tracking, we have been forced to continue using software which has now become obsolete and inefficient. We are now in a position in which we must redesign and update our workload tracking system to an integrated database, which will enable the agency to maintain performance information with minimal dependence on personnel resources, and which will allow more accurate and effective workload planning and management.

4. Increase in the scope and number of requests for public records.

Under public records statutes, the public has a right to examine or be provided copies of the public records maintained by the Office of State Examiner. The extensive, global nature of such requests, as experienced by the agency in recent years (nearly 4,000 documents for only <u>one</u> of three major requests) was of such magnitude that it disrupted the normal work flow of the agency and made it difficult to meet certain performance standards or to remain in compliance with our statutory obligations under civil service law.

We are a relatively small agency consisting of seventeen authorized positions and an extremely heavy workload. We have only one copy machine that experiences heavy usage in its normal function of duplicating examinations on a constricted time schedule. We have managed so far to absorb the additional burden that such public records requests have imposed within existing resources. However, if the trend continues, we will have no alternative other than to project additional resources simply for handling such requests. With the assistance of the Secretary of State's Archives Division, the agency has taken steps toward reducing the impact of expansive public records requests by appraising its records and scheduling retention periods for all but permanent records.

DEVELOPMENT OF GOALS, OBJECTIVES, AND PERFORMANCE INDICATORS

BACKGROUND INFORMATION

Having the benefit of experience from the prior strategic planning cycles, we have viewed the development of this strategic plan as an opportunity to once again evaluate our progress, to assess the needs of our client base, and to focus our efforts and resources. We are aware of our accomplishments, and feel that we offer a level of service which is professional and effective; however, we continue to examine problems which occur and to make adjustments as may be necessary to assure that we are able to accomplish our mission.

In the development of the strategic plan for the five-year period including FY 2001-02 through FY 2005-06, we developed goals which we believed more closely define the legal mission for the Office of State Examiner (as compared to the prior five-year strategic plan). We feel these goals remain applicable for the current plan.

GOAL I

I. To develop and maintain validated classification plans in cooperation with the Municipal Fire and Police Civil Service Board in each jurisdiction which describe the grouping of like positions within the respective fire and police departments into classes which may be treated the same for all personnel purposes, the arrangement of which is designed to show the principal and natural lines of promotion and demotion, and which provide qualification requirements necessary for eligibility for admission to the respective examinations.

The authority for setting this goal is found in Louisiana Revised Statutes 33:2479(G)(1),(2),(5) and 33:2539(1),(2),(5). The Equal Employment Opportunity's *Uniform Guidelines on Employee Selection Procedures* was adopted by four Federal agencies in 1978, and is the standard by which the U.S. Justice Department, the EEOC, and the courts would measure our efforts should we be challenged. The

Guidelines state that any component of the selection process that is used as a part of the selection process should be validated in accordance with the standards.

<u>Objective I.1</u>

The Municipal Fire and Police Civil Service System has increased from 84 in 1995 to 100 in 2004, while the T.O. for the Office of State Examiner has remained at 17. The lack of staffing in the face of this significant growth has made it difficult for the agency to stay current with demand. For example, there are 939 class descriptions for the jurisdictions within the Municipal Fire and Police Civil Service system, of which 386 are supported by job analysis data less than 5 years old. Supporting documentation for the remaining 553 class descriptions is greater than 5 years old and it is therefore desirable that new job analyses be conducted to update the supporting data and to revise the class descriptions as may be appropriate. Since June 1, 2001, only 82 class descriptions have been revised as the result of a recent job analysis. Also since June 1, 2001, there is a group of 153 class descriptions for which a recent job analysis exists, but for which a revision has not been prepared for the consideration of the local civil service board.

A second problem with the class descriptions is that we do not currently have validity documentation to support the qualification requirements included in our class plan recommendations to the civil service boards. Although this problem was addressed in earlier strategic planning, staffing limitations has not allowed the agency to realize this goal. This is a legal exposure for us in that the qualification requirements are absolutely used as part of the selection process, and therefore must be validated according to the *Guidelines.*

Objective I.1 targets having all 939 class descriptions supported by a job analysis less than five years old by June 30, 2010, in order to assure that the class plans are current and validated for use as instruments of the selection process.

<u>Objective I.2</u>

The second major issue with the class plans is that we conduct new job analyses in order to prepare the examinations, yet fail to continue the process by using the same information to make updated recommendations on needed class description changes to the civil service boards. We have 153 class descriptions for which we had job analysis information in-house, yet failed to offer an updated class description, as opposed to 82 for which recommendations were made. Once board minutes are received indicating board action in approving class plan recommendations, we need to provide the official copies within a reasonable amount of time. Our current average is 100 days, a number which we feel should be reduced to only 10 days. Lack of sufficient staffing has prevented us from being responsive in this area; however, with additional personnel added to the T.O., we will expect that our response time will be significantly improved such that our we anticipate making class description recommendations within 60 days of receipt of job analysis data, and forwarding official class plan documents following board action within 10 days following receipt of minutes.

GOAL II

II.	**To prepare and administer valid tests of fitness, developed according to professionally acceptable standards, for determining eligibility for initial appointment or promotion to classified positions in the respective fire and/or police departments of the municipalities and fire protection districts, score the tests and furnish the results to the local civil service boards for which the tests are given.**

Our legal authority for setting this goal may be found in Louisiana Revised Statutes 33:2479(G)(1),(3) and 33:2539(1),(3). The professional standards for this goal are also found in the *Uniform Guidelines on Employee Selection Procedures.*

Objective II.1

This objective targets improving the validity of our examinations, and has five strategies for achieving this objective:

Low fidelity, job simulation testing. Traditional assessment center components are very expensive to both develop and grade, but are able to assess leadership and decision making skills critical to upper level jobs that would ordinarily not be possible with a standard multiple-choice examination. This test format utilizes what appears to be multiple-choice questions, but which are actually situations or problems presented in the question with alternatives for solutions as the answers. The exam material must be developed and validated by panels of subject matter experts who consist of training officials and experienced incumbents in the jobs for which the test material is being developed. Studies have compared this test strategy to assessment center components with a high degree of correlation in the outcome, but for much less expense. We have for many years developed and administered assessment center testing at the level of Chief, and have begun utilizing low fidelity, job simulation testing for the ranks of Deputy Police Chief, Assistant Police Chief, Police Major, and Police Captain in the police service, and Deputy Fire Chief, Assistant Fire

Chief, and District Fire Chief in the fire service. Our plan involves developing additional test materials encompassing this form of selection procedure.

Documentary support for use of test scores for ranking purposes. Our Municipal Fire and Police Civil Service Law only requires support for the tests on a pass/fail basis inasmuch as anyone making a score of 75 or higher is eligible for competitive appointments, and promotional appointments must be offered to the person with a score of 75 or higher with the greatest total departmental seniority. Having said this, however, we are aware that jurisdictions are using the scores for other purposes. One jurisdiction, for example, will not schedule an interview with an individual seeking entrance employment unless he/she scores at least 95 on the test rather than 75. Other jurisdictions utilize scores on examinations in breaking ties in seniority when making promotional appointments. It is therefore incumbent upon our office to develop at least rudimentary support for the scores when used in this manner. Criterion studies are feasible in the entrance classes, although they are very time consuming and expensive to conduct. We are therefore proposing to utilize input from job experts in supporting that the possession of knowledge, skills, and abilities evaluated by our examinations distinguish between levels of performance.

Evaluation of local operating procedures. Chiefs and appointing authorities throughout the MFPCS have requested that we consider including local procedures in our examinations, particularly at certain promotional levels. When the Chiefs and appointing authorities assert that such local procedures are critical to the performance of the job in question and are willing to provide updated procedures on an on-going basis, we would be remiss in developing a content valid examination to the exclusion of such a key dimension. One example may be seen in promotional communications classes in departments utilizing a computer-aided dispatch (CAD) system. The procedures followed in accomplishing the work of these classes is entirely dependent upon local procedures and equipment. It is our goal to identify those jurisdictions and classes requiring the development of local material and to respond accordingly.

Standardized tests for entrance fire prevention and fire investigation classes. The entrance fire prevention and fire investigation classes have been particularly troubling to us from the standpoint of validity. The nature of the work and the knowledge required to function in the respective classes is not as adaptable to common job analysis and exam planning techniques as other classes the fire and police services are. It is very difficult, for example, to determine what knowledge is needed from the first day on the job, versus that for which the incumbent might use a reference source to accomplish his duties. We currently have approximately 12 classes in this series, and would like to develop standardized examinations for use in as many levels statewide as possible. At least four standard examinations would probably be possible, and would alleviate some of the burden on the Testing Division for preparing custom examinations for a single use in these classes.

Objective II.2

We are anticipating a dramatic growth of approximately 50% in the number of jurisdictions served by this office, and must increase both our staff and our efficiency in order to maintain a continuation level of services. Our plans include refining our computer applications, cross training existing staff, and adding three positions to our T.O by July 1, 2010: one Administrative Specialist 1 and one Human Resources Program Consultant by September 1, 2004; and another Human Resources Program Consultant by July 1, 2010.

Objective II.3

The quality of our examinations is dependent upon the quality of test questions (items) available to satisfy the requirements of the examination plans. The Office of State Examiner item bank includes over 7,800 test questions from which tests are developed. Continuing from the FY01/02 to FY 04/05 Strategic Plan, we will continue to remove or revise outdated or poorly performing test questions, to maintain an item bank which is sourced to recent authoritative publications, and to develop new items as needed to grow the item bank.

GOAL III

III. To provide operational guidance in the legal requirements of the Municipal Fire and Police Civil Service System to the local civil service boards, governing and appointing authorities, department chiefs, employees of the classified fire and police services, and other local officers regarding the duties and obligations imposed upon them by civil service law and relevant State and Federal laws pertaining to the administration and management of personnel within the classified service.

Objective III.1

Currently, there are 100 jurisdictions operating a regularly paid fire and/or municipal police department which are included in the Municipal Fire and Police Civil Service System. As a result of the agency's research, another twenty seven jurisdictions have been identified which also operate regularly paid fire and/or municipal police departments but which have not yet established a classified system of for its paid fire and/or police departments as provided under the Municipal Fire and Police Civil Service Law. We have also identified 42 "volunteer" fire departments which, because they may have employed at least one full-time paid employee, probably meet the requirements for inclusion in the classified service. The process of identifying and establishing the system at the local level is very labor intensive, yet the Office of State Examiner has an obligation to do so. While the latter group of jurisdiction will require further research, it is anticipated that at least half will eventually fall within the Municipal Fire and Police Civil Service System. This represents a dramatic increase of 50% in the number of jurisdictions to be served by the Office of State Examiner.

Objective III.1 targets providing initial orientation to all 27 identified new jurisdictions to which the system applies by June 30, 2010. It is imperative that we improve our computer database applications to facilitate tracking and documenting this process, as well as adding three employees to our table of organization to handle the additional workload by the end of the strategic planning period.

Objective III.2

Our second objective for Goal III is to improve the technical support we provide to our client base via telephone, correspondence, improved training materials and seminars, and the development of interactive computer applications. We have been frustrated at times when our calls are not returned, so we target returning all calls within 24 hours. We have also set a target of providing written responses to correspondence within 10 days. Other strategies include publishing a newsletter at least once each year, expanding training opportunities by increasing the number and frequency of civil service seminars, and continuing to speak when requested at state conventions of employee and chief groups.

Objective III.3

Much of the activity associated with personnel administration and management of the fire and police classified service is centered on accurate reporting of personnel movements by the appointing authority to the local civil service board. These records serve not only as a means by which personnel actions (appointments, promotions, leaves of absence, etc.) are reported, they also provide documentation for eligibility for the various protections and benefits extended to classified employees by civil service law. Accuracy of these records, therefore, is of utmost importance. Objective III.3 targets the reduction of errors made in the completion of personnel action forms in order to avoid potential future problems. It is our desire to maintain the error rate at 1% of all completed personnel action forms through June 30, 2010.

Objective III.4

In developing this objective, we explored all aspects of our services that might be made available 24-hours a day via the internet. Most of the strategies are self explanatory, although one which has received a very positive initial reaction is described in Strategy III.4.5. Applicants for Firefighter and Police Officer positions may currently take the test in any location where it is being offered through application to that civil service board. Following receipt of a passing score, the applicant choosing to work elsewhere may make application to the civil service board in the desired employment location by attaching documentation of his/her passing score to the application for the new location. As a means of recruiting, appointing authorities have expressed interest obtaining access to interested, qualified applicants. It is our intention to facilitate the connection between potential employers and employees through a voluntary registry of persons passing the entrance examinations who are interested in employment opportunities other than where they took their examinations.

APPENDIX B

PERFORMANCE INDICATOR DOCUMENTATION

FISCAL YEARS 2005-06 THROUGH 2009-10

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

PERFORMANCE INDICATOR MATRIX

GOAL I
OBJECTIVE I.1

OBJECTIVE I.1: To improve the content validity of classification plan for each jurisdiction by ensuring that each class description is supported by job analysis not greater than five years old by June 30, 2010.

Kind of Indicator	Performance Indicator
Input Indicator No. I.1.a	Baseline number of class descriptions.
Input Indicator No. I.1.b	Baseline number of class descriptions not supported by job analysis data less than five (5) years old.
Input Indicator No. I.1.c	Baseline number of class descriptions not having content validity documentation supporting qualification requirements.
Input Indicator No. I.1.d	Baseline number of entrance fire prevention and fire investigation classes targeted for multi-jurisdictional job analysis.
Output Indicator No. I.1.e	Number of new job analyses conducted to provide documentary support of class descriptions.
Output Indicator No. I.1.f	Number of recommendations made to local civil service boards to amend class plans based upon job analysis data less than five (5) years old.
Output Indicator No. I.1.g	Number of class descriptions whose qualification requirements are supported by new job analysis documentation.
Output Indicator No. I.1.h	Number of entrance fire prevention and fire investigation classes analyzed.

Outcome Indicator No. I.1.i	Percent of class descriptions meeting criteria of having job analysis support less than five (5) years old.
Outcome Indicator No. I.1.j	Percent of class descriptions with qualification requirements supported by appropriate validity documentation.
Outcome Indicator No. I.1.k	Percent of entrance fire prevention and fire investigation classes analyzed.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.a

1. Indicator name:

Baseline number of class descriptions.

2. Indicator type:

   Input

3. Rationale:

   Our objective is to improve the content validity of class plans by ensuring that each class description is supported by a recent job analysis. All class descriptions should reflect current duties and responsibilities, but many do not. The total number of class descriptions serves as the baseline from which work will be measured and is a reasonable indicator.

4. Data collection procedure/source:

   The Office of State Examiner maintains a class description for each class of positions, as well as occupational indices containing a list of all classifications for each jurisdiction in the classified service. The total number of classifications will be maintained in a database tracking system as classes are adopted or abolished.

5. Frequency and timing of

   (a) collection:

   Overall tallies are calculated as the database is revised.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

The total number of class descriptions will be tallied prior to the reporting period.

7. Definitions of any unclear terms:

A "class" or "class of positions" means a definitely recognized kind of employment in the classified service, designated to embrace positions that are so nearly alike in the essential character of their duties, responsibilities, and consequent qualification requirements, that they can fairly and equitably be treated alike under like conditions for all personnel purposes. (Louisiana R.S. 33:2473 5 and 33:2533 5.) A class description provides the representative duties of a class, including distinguishing features and qualification requirements, which is adopted and maintained as a rule of the local civil service board in each jurisdiction. A class plan contains the combined class descriptions for all of the classes for a single jurisdiction.

8. What aggregations or disaggregation of the indicator are needed:

No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

The number of class descriptions is a global indicator of the magnitude and scope the Office of State Examiner's responsibility to assist local civil service board's in their statutory obligation to maintain current classification plans. The number of class descriptions in light of possible revisions following job analyses is a useful tool for planning and forecasting purposes.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.b

1. Indicator name:

Baseline number of class descriptions not supported by job analysis data less than five (5) years old.

2. Indicator type:

Input

3. Rationale:

Class descriptions should be kept current and should reflect jobs as they actually exist. As soon as possible following any changes in the duties and responsibilities of a class of positions by the appointing authority, the changes should be reflected in the class plan. It is necessary to have knowledge of the depth of class descriptions which have not been updated following recent job analyses.

4. Data collection procedure/source:

A database will be maintained for each classification, in jurisdiction order, in which the date of completion of each job analysis will be entered.

5. Frequency and timing of

(a) collection:

Data will be entered following the completion of each job analysis project.

(b) reporting:

Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of class descriptions supported by job analysis data over five (5) years old will be tabulated prior to the reporting period.

7. Definitions of any unclear terms:

   The job analysis is the systematic examination of the functions of each position as it relates to the knowledge, skills and abilities required to perform the duties assigned to a position. Classification plan means all the classes of positions established for the classified service. Class or class of positions means a definitely recognized kind of employment in the classified service, designated to embrace positions that are so nearly alike in the essential character of their duties, responsibilities, and consequent qualification requirements, that they can fairly and equitably be treated alike under like conditions for all personnel purposes.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of class descriptions not supported by job analysis data less than five (5) years old indicates the extent of the challenge to the agency in providing civil service boards with current and validated class descriptions. Where numerous outdated class descriptions may be discovered and targeted for revision, the agency may find it necessary to allocate additional resources.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.c

1. Indicator name:

Baseline number of class descriptions not having content validity documentation supporting qualification requirements.

2. Indicator type:

   Input

3. Rationale:

   Class descriptions, as part of the classification plan, serve as an overview of the distinguishing features of a class of positions and the primary duties and responsibilities which may be assigned to such positions. Class descriptions also include qualification requirements which must be satisfied by persons wishing to be made eligible for appointments to such positions. Inasmuch as the class description is an instrument of the selection process, each element of the description must be validated in accordance with the EEOC *Uniform Guidelines on Employee Selection Procedures*, including the qualification requirements.

4. Data collection procedure/source:

   Class descriptions not having content validity documentation for qualification requirements is counted.

5. Frequency and timing of

   (a) collection:

   Overall numbers are calculated as new data is provided.

   (b) reporting:

Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Class descriptions not having qualification requirements supported by validity documentation are tallied.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Qualification requirements included in each class description must be supported as job-related, and must be documented in order to satisfy the provisions of the EEOC *Uniform Guidelines on Employee Selection Procedures*.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.d

1. Indicator name:

Baseline number of entrance fire prevention and fire investigation classes targeted for multi-jurisdictional job analysis.

2. Indicator type:

   Input

3. Rationale:

   Experience indicates that there are many similarities in the duties and responsibilities assigned to the various entrance positions of entrance fire prevention and fire investigation classes across jurisdictions. Some may be so similar that they may be grouped together for testing purposes, allowing one examination to be developed for use in multiple jurisdictions. In order to determine which classes might be grouped in such a manner, we must first identify all fire prevention classes.

4. Data collection procedure/source:

   The number of entrance fire prevention and fire investigation classes targeted for multi-jurisdictional test development will be gathered from the indices of class titles.

5. Frequency and timing of

   (a) collection:

   Once, in order to determine the baseline.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

The number of all entrance fire prevention and fire investigation classes will be tallied.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

There is an economy of scale in test environments where the job duties across jurisdictions for the same class title are so similar that the use of the same examination may be desirable. The similarities may be so common as to warrant a study to determine if standardization may be a cost-effective alternative to developing several examinations customized for individual jurisdictions.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.e

1. Indicator name:

Number of new job analyses conducted to provide documentary support of class descriptions.

2. Indicator type:

   Output

3. Rationale:

   This is an obvious indicator of work product.

4. Data collection procedure/source:

   The number of new job analyses conducted will be updated as each job analysis project is completed.

5. Frequency and timing of

   (a) collection:

   Collection of the data will occur at the completion of each job analysis project.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Each job analysis performed will be counted.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    There are currently 915 individual classes of positions in the Municipal Fire and Police Civil Service System, each having qualification requirements unique to that class. Since qualification requirements are used in the employee selection process it would be prudent to allocate appropriate resources to careful validation methodology and documentation.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.f

1. Indicator name:

Number of recommendations made to local civil service boards to amend class plans based upon job analysis data less than five (5) years old.

2. Indicator type:

   Output

3. Rationale:

   This is an obvious indicator of work product.

4. Data collection procedure/source:

   A count of class descriptions recommended to local boards will be collected from the job analysis database.

5. Frequency and timing of

   (a) collection:

   The count of class descriptions recommended to local boards will be updated as recommendations are forwarded.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Totals will be calculated on an on-going basis.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The agency must provide recommendations for updated class descriptions to local civil service boards upon determining changes in assignments of duties and responsibilities. A low performance in this indicator will demonstrate that we are not being responsive, which may require adjustments in work assignments and/or cross training of other personnel in updating class descriptions.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.g

1. Indicator name:

Number of class descriptions whose qualification requirements are supported by job analysis documentation.

2. Indicator type:

   Output

3. Rationale:

   This is an obvious indicator of work product.

4. Data collection procedure/source:

   A count of class descriptions which have qualification requirements tied to job analysis data will be counted.

5. Frequency and timing of

   (a) collection:

   Totals will be calculated on an on-going basis.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Each appropriate class description will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The agency has a responsibility to assure that local civil service boards maintain classification descriptions that accurately reflect qualification requirements for positions in the classified service. If this output indicator demonstrates low performance, we are not effectively managing this function and will need to evaluate our work methods toward improvement.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.h

1. Indicator name:

Number of entrance fire prevention and fire investigation classes analyzed.

2. Indicator type:

   Output

3. Rationale:

   In order to obtain validation documentation and to develop standard examinations for entrance fire prevention classes for statewide use, it is necessary to complete job analyses of all such fire prevention classes.

4. Data collection procedure/source:

   Completion of the work will be indicated by agency validation reports and entered into the job analysis tracking system.

5. Frequency and timing of

   (a) collection:

   Collection of the data will occur as validation projects are completed.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Classes will be counted as analyses are completed.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of entrance fire prevention classes analyzed will determine the number of standard, multi-jurisdictional examinations which will have to be constructed. This will also drive the development of new items for use in the examinations. The agency will have to evaluate how best to integrate and accomplish this additional work while meeting other workload demands.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.i

1. Indicator name:

Percent of class descriptions meeting the criteria of having job analysis support less than five (5) years old.

2. Indicator type:

   Outcome:

3. Rationale:

   This performance indicator serves as a benchmark for improvement.

4. Data collection procedure/source:

   Data will be gathered from the job analysis database.

5. Frequency and timing of

   (a) collection:

   Collection of the data will occur as each job analysis is completed.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Number of class descriptions meeting the criteria of having job analysis support less than five (5) years old divided by total number of class descriptions.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Low performance in this outcome indicator will indicate that we are not meeting our obligations to assure that civil service boards are maintaining current class descriptions and appropriate action toward improvement will be necessary.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.j

1. Indicator name:

Percent of class descriptions with qualification requirements supported by appropriate validity documentation.

2. Indicator type:

   Outcome

3. Rationale:

   Our objective is to improve the validity of classification plans for each jurisdiction by ensuring that each class description is supported by a recent job analysis. Qualification requirements are a part of the class description, and are used in employee selection. Determining the percentage of class descriptions with validated qualification requirements is an indicator of progress toward this objective.

4. Data collection procedure/source:

   Data will be collected upon the completion of new class descriptions containing qualification requirements supported by validity documentation.

5. Frequency and timing of

   (a) collection:

   Collection of the data will occur as each class description is revised.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Number of class descriptions with validated qualification requirements divided by the total number of class descriptions.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    There are currently 939 individual classes of positions in the Municipal Fire and Police Civil Service System, each having qualification requirements unique to that class. Since qualification requirements are used in the employee selection process it would be prudent to allocate appropriate resources to careful validation methodology and documentation.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.k

1. Indicator name:

Percent of entrance fire prevention and fire investigation classes analyzed.

2. Indicator type:

   Outcome

3. Rationale:

   Percentage of entrance fire prevention and fire investigation classes analyzed provides a measure of work accomplished.

4. Data collection procedure/source:

   Data will be collected upon the completion of analyses.

5. Frequency and timing of

   (a) collection:

   Collection of the data will occur as each analysis is completed.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Number of entrance fire prevention and fire investigation classes analyzed divided by the baseline number of entrance fire prevention and fire investigation classes.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low value for this indicator may demonstrate that sufficient resources are not being allocated to this objective and should trigger response by management.

PERFORMANCE INDICATOR MATRIX

GOAL I
OBJECTIVE I.2

OBJECTIVE I.2:	By June 30, 2006, improve efficiency of service to local civil service boards by providing timely recommendations to civil service boards on needed class plan changes following all job analyses within 90 days of receipt of job analysis information, and by providing updated class descriptions on changes adopted by boards within fourteen days of receiving minutes of meeting.

Kind of Indicator	Performance Indicator
Input Indicator No. I.2.a	Baseline average number of workdays between the date of receipt of job analyses data and the date a recommendation to revise the class plan is sent to the board.
Input Indicator No. I.2.b	Baseline average number of days between receipt of minutes of board meeting wherein the adoption of class plan revisions is recorded and the date on which final adopted version is forwarded to the civil service board.
Input Indicator No. I.2.c	Baseline number of class descriptions identified requiring revision following receipt of recent job analysis information.
Output Indicator No. I.2.d	Number of new job analyses conducted to provide documentary support for class descriptions.
Output Indicator No. I.2.e	Number of class description recommendations made to local civil service boards.

Outcome Indicator No. I.2.f	Average number of workdays between date of receipt of job analysis data and date of recommendation on class plan change to civil service board.
Outcome Indicator No. I.2.g	Average number of workdays between receipt of minutes of board meeting identifying changes adopted to class plan and date on which completed final adopted version is forwarded to civil service board.
Efficiency Indicator No. I.2.h	Percent reduction in response time between receipt of job analysis data and recommendation for class plan revision.
Efficiency Indicator No. I.2.i	Percent reduction in response time between receipt of minutes and forwarding final adopted version of class plan document.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.a

1. Indicator name:

Baseline average number of workdays between the date of receipt of job analyses data and the date a recommendation to revise the class plan is sent to the board.

2. Indicator type:

   Input

3. Rationale:

   Our objective is to improve our responsiveness to the need of local civil service boards to keep their class plans current. This indicator serves as a baseline from which work will be measured and is a reasonable indicator.

4. Data collection procedure/source:

   Average number of workdays taken from previous fiscal year performance.

5. Frequency and timing of

   (a) collection:

   Once, at outset of fiscal year.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Number of workdays between the date of receipt of job analyses data and the date recommendations are sent to the board is tallied for all such recommendations and divided by the number of job recommendations made.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Provides a baseline from which progress will be monitored.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.b

1. Indicator name:

Baseline average number of days between receipt of minutes of board meeting wherein the adoption of class plan revisions is recorded and the date on which final adopted version is forwarded to the civil service board.

2. Indicator type:

   Input

3. Rationale:

   Our objective is to improve our responsiveness to the need of local civil service boards to keep their class plans current. This indicator serves as a baseline from which work will be measured and is a reasonable indicator.

4. Data collection procedure/source:

   Average number of workdays taken from previous fiscal year performance.

5. Frequency and timing of

   (a) collection:

   Once, at outset of fiscal year.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

Number of workdays between the date of receipt of minutes of civil service boards wherein revisions are recorded and the date the final versions are forwarded to the civil service board is tallied for all such revisions, and then divided by the total number of final revisions.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Provides a baseline from which progress will be monitored.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.c

1. Indicator name:

Baseline number of class descriptions identified as requiring revision following receipt of recent job analysis information.

2. Indicator type:

   Input

3. Rationale:

   Our objective is to improve our responsiveness to the need of local civil service boards to keep their class plans current. This indicator serves as a baseline from which work will be measured and is a reasonable indicator.

4. Data collection procedure/source:

   The number of such class descriptions is obtained from prior fiscal year performance.

5. Frequency and timing of

   (a) collection:

   Once, at outset of fiscal year.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Such class descriptions will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Provides a baseline from which progress will be monitored.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.d

1. Indicator name:

Number of new job analyses conducted to provide documentary support for class descriptions.

2. Indicator type:

Output

3. Rationale:

Our objective is to improve the validity of classification plans for each jurisdiction by ensuring that each class description reflects current duties and responsibilities, and is supported by validity documentation. Therefore, the actual number of new job analyses conducted to provide validity documentation is a reasonable indicator.

4. Data collection procedure/source:

The number of new job analyses conducted will be updated as each job analysis project is completed.

5. Frequency and timing of

(a) collection:

Collection of the data will occur at the completion of each job analysis project.

(b) reporting:

Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

Each job analysis performed will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The agency has a responsibility to assure that local civil service boards maintain classification plans that accurately reflect duties and responsibilities of positions in the classified service. If this output indicator demonstrates low performance, we are not effectively managing this function and will need to evaluate our work methods toward improvement.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.e

1. Indicator name:

Number of class description recommendations made to local civil service boards.

2. Indicator type:

   Output

3. Rationale:

   This is an obvious indicator of work product.

4. Data collection procedure/source:

   A count of class descriptions recommended to local boards will be collected from the job analysis database.

5. Frequency and timing of

   (a) collection:

   The count of class descriptions recommended to local boards will be updated as recommendations are forwarded.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Totals will be calculated on an on-going basis.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

The agency must provide recommendations for updated class descriptions to local civil service boards upon determining changes in assignments of duties and responsibilities. A low performance in this indicator will demonstrate that we are not being responsive, which may require adjustments in work assignments and/or cross training of other personnel in updating class descriptions.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.f

1. Indicator name:

Average number of workdays between date of receipt of job analysis data and date of recommendation on class plan change to civil service board.

2. Indicator type:

   Outcome

3. Rationale:

   This indicator will demonstrate an improvement or reduction in our responsiveness to local jurisdictions in assisting them in maintaining current class plans.

4. Data collection procedure/source:

   As soon as job analysis data is received by the office, the date will be recorded in the database tracking system. The date on which the proposed class plan change will also be recorded.

5. Frequency and timing of

   (a) collection:

   Collection of this information will be on-going

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   For each job analysis, the number of days from receipt of the job analysis information (completed questionnaires) to the date the recommended class description is forward to the local civil service board will be calculated.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    If there is a lengthy period of time between receipt of job analysis data and the date the class description is proposed, a reevaluation of the processes in this area of operations will be necessary in order to improve efficiency.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.g

1. Indicator name:

Average number of workdays between receipt of minutes of board meeting identifying changes adopted to class plan and date on which completed final adopted version is forwarded to civil service board.

2. Indicator type:

   Outcome

3. Rationale:

   Various entities maintain a record of their local civil service board's classification plan. In order to preserve the continuity of these records, the Office of State Examiner maintains the official copy of each class description and forwards a copy to each entity following the board's notification of the changes in the class description. The amount of time between the receipt of the board's notification in its minutes and the day completed revisions are returned to the board is an indicator of outcome and efficiency.

4. Data collection procedure/source:

   The date on which the minutes of board meeting are received which indicate changes adopted by the board and the date the completed revisions are forwarded to the board will be entered in the database tracking system.

5. Frequency and timing of

   (a) collection:

   Collection of the data will be on-going.

   (b) reporting:

Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

The number of days between receipt of board minutes and the date the completed class description is forwarded to the board will be calculated.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

If the time between receipt of board minutes and the date the completed class description is forwarded is unusually long, a reevaluation of the processes in this area of operations will be necessary in order to improve efficiency.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.h

1. Indicator name:

Percent reduction in response time between receipt of job analysis data and recommendation for class plan revision.

2. Indicator type:

   Efficiency

3. Rationale:

   This is an obvious indicator of work product.

4. Data collection procedure/source:

   The percent reduction in response time between receipt of job analysis data and recommendation for class plan revision will be maintained in the job analysis database tracking system.

5. Frequency and timing of

   (a) collection:

   Collection of data will be on-going.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Average number of workdays between receipt of job analysis data and recommendation for class plan revision calculated for reporting period will be subtracted from the baseline. The difference will be divided by the baseline.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low percentage for this indicator will demonstrate that we are not improving in our responsiveness to local civil service boards to maintain current class plans and indicates a need to be more efficient.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.2

INDICATOR NO. I.2.i

1. Indicator name:

Percent reduction in response time between receipt of minutes and forwarding final adopted version of class plan document.

2. Indicator type:

   Efficiency

3. Rationale:

   This indicator will demonstrate an improvement or reduction in our responsiveness to local jurisdictions in assisting them in maintaining current class plans.

4. Data collection procedure/source:

   The percent reduction in response time between receipt of minutes and forwarding of final adopted version of class plan document will be maintained in the job analysis database tracking system.

5. Frequency and timing of

   (a) collection:

   Collection of this information will be on-going.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The number of days from the date of receipt of board minutes reflecting the adoption of class plan changes and the date the final version is forwarded to the civil service board will be subtracted from the baseline. The difference will be divided by the baseline.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management and Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low percentage for this indicator will demonstrate that we are not improving in our responsiveness to local civil service boards to maintain current class plans and indicates a need to be more efficient.

PERFORMANCE INDICATOR MATRIX

GOAL II
OBJECTIVE II.1

OBJECTIVE II.1: By June 30, 2010, improve the validity of examinations developed by the Office of State Examiner so that candidates identified as eligible will have the knowledge and skills necessary to be placed in working test period, and so that examinations administered will be legally defensible.

Kind of Indicator	Performance Indicator
Input Indicator No. II.1.a	Baseline number of low fidelity, job simulation test items in item bank.
Input Indicator No. II.1.b	Baseline number of standard, multi-jurisdictional promotional examinations having documentary support for score ranking.
Input Indicator No. II.1.c	Baseline number of non-standard, promotional tests which measure knowledge of local operating procedures.
Input Indicator No. II.1.d	Baseline number of statewide, multi-jurisdictional entrance fire prevention and fire investigation examinations.
Output Indicator No. II.1.e	Number of new low fidelity job simulation test items developed.
Output Indicator No. II.1.f	Number of new standard, multi-jurisdictional promotional examinations developed having documentary support for score ranking.
Output Indicator No. II.1.g	Number of new non-standard, promotional exams developed which measure knowledge of local operating procedures.
Output Indicator No. II.1.h	Number of new standard, multi-jurisdictional entrance fire prevention and fire investigation examinations developed.
Outcome Indicator No. II.1.i	Percent increase over baseline number of low fidelity job simulation test items in item bank.

Outcome Indicator No. II.1.j	Percent of standard, multi-jurisdictional promotional examinations for which documentary support for score ranking has been established.
Outcome Indicator No. II.1.k	Percent increase in the number of non-standard, promotional exams which measure knowledge of local operating procedures.
Outcome Indicator No. II.1.l	Percent increase of number of statewide multi-jurisdictional entrance fire prevention and fire investigation examinations.
Outcome Indicator No. II.1.m	Number of challenges to where a civil service board, court, or other regulatory entity such as the Department of Justice or the Equal Employment Opportunity Commission has found that an examination, developed and administered by the OSE was not appropriate. (The standard to which we aspire is to have 0 decisions finding fault with our examinations.)

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.a

1. Indicator name:

Baseline number of low fidelity, job simulation test items in item bank.

2. Indicator type:

   Input

3. Rationale:

   This is an obvious indicator against which progress is to be measured.

4. Data collection procedure/source:

   Total number of low fidelity, job simulation test items in item bank at the end of previous fiscal year.

5. Frequency and timing of

   (a) collection:

   Once, to establish baseline.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number low fidelity, job simulation test items will be tallied.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Work progress is monitored from the baseline.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.b

1. Indicator name:

Baseline number of standard, multi-jurisdictional promotional examinations having documentary support for score ranking.

2. Indicator type:

   Input

3. Rationale:

   This is an obvious indicator against which progress is to be measured.

4. Data collection procedure/source:

   Total number of standard, multi-jurisdictional promotional examinations having documentary support for score ranking at the end of previous fiscal year.

5. Frequency and timing of

   (a) collection:

   Once, to establish baseline.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Total number of standard, multi-jurisdictional promotional examinations having documentary support for score ranking are counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Work progress is monitored from the baseline.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.c

1. Indicator name:

Baseline number of non-standard, promotional tests which measure knowledge of local operating procedures.

2. Indicator type:

   Input

3. Rationale:

   This is an obvious indicator against which progress is to be measured.

4. Data collection procedure/source:

   Total number of non-standard, promotional tests which measure knowledge of local operating procedures at the end of previous fiscal year.

5. Frequency and timing of

   (a) collection:

   Once, to establish baseline.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Total number of non-standard, promotional tests which measure knowledge of local operating procedures are counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Work progress is monitored from the baseline.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.d

1. Indicator name:

Baseline number of statewide, multi-jurisdictional entrance fire prevention and fire investigation examinations.

2. Indicator type:

   Input

3. Rationale:

   This is an obvious indicator against which progress is to be measured.

4. Data collection procedure/source:

   Total number of statewide, multi-jurisdictional entrance fire prevention and fire investigation examinations at the end of previous fiscal year.

5. Frequency and timing of

   (a) collection:

   Once, to establish baseline.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Total number of statewide, multi-jurisdictional entrance fire prevention and fire investigation examinations are counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Work progress is monitored from the baseline.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.e

1. Indicator name:

Number of new low fidelity, job simulation test items developed.

2. Indicator type:

   Output

3. Rationale:

   This indicator represents work product and is a reasonable indicator.

4. Data collection procedure/source:

   The total number will be calculated as new items are developed.

5. Frequency and timing of

   (a) collection:

   See above

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   New low fidelity job simulation items will be counted as they are developed.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.f

1. Indicator name:

Number of new non-standard, promotional tests developed which measure knowledge of local operating procedures.

2. Indicator type:

   Output

3. Rationale:

   This indicator represents work product and is a reasonable indicator.

4. Data collection procedure/source:

   The total number will be calculated as new tests are developed which measure knowledge of local operating procedures.

5. Frequency and timing of

   (a) collection:

   See above

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   New tests which measure knowledge of local operating procedures will be counted as they are developed.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.g

1. Indicator name:

Number of new standard, multi-jurisdictional promotional tests which have been developed having documentary support for score ranking.

2. Indicator type:

   Output

3. Rationale:

   This indicator represents work product and is a reasonable indicator.

4. Data collection procedure/source:

   The total number will be calculated as new tests are developed which have documentary support for score ranking.

5. Frequency and timing of

   (a) collection:

   See above

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   New tests having documentary support for score ranking will be counted as they are developed.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.h

1. Indicator name:

Number of new standard, multi-jurisdictional entrance fire prevention and fire investigation examinations developed.

2. Indicator type:

   Output

3. Rationale:

   This indicator represents work product and is a reasonable indicator.

4. Data collection procedure/source:

   The total number will be calculated as new standard, multi-jurisdictional entrance fire prevention and fire investigation exams are developed.

5. Frequency and timing of

   (a) collection:

   See above

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   New standard, multi-jurisdictional entrance fire prevention and fire investigation examinations will be counted as they are developed.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.i

1. Indicator name:

Percent increase over baseline number of low fidelity job simulation test items in item bank.

2. Indicator type:

   Outcome

3. Rationale:

   The percentage increase in the number of low fidelity job simulation test items in the item bank is a measure of work accomplished.

4. Data collection procedure/source:

   Data will be updated as new low fidelity job simulation test items are developed and percentages will be calculated for reporting periods.

5. Frequency and timing of

   (a) collection:

   Data will be collected as items are added to the item bank.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Difference between number of low fidelity job simulation test items in item bank and baseline number is divided by the baseline number.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low value for this indicator may indicate insufficient levels of work in this area. Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.j

1. Indicator name:

Percent of standard, multi-jurisdictional promotional examinations for which documentary support for score ranking has been established.

2. Indicator type:

   Outcome

3. Rationale:

   The percentage increase in the number of promotional exams for which documentary support for score ranking has been established is a measure of work accomplished.

4. Data collection procedure/source:

   Data will be updated as new promotional exams are developed for which documentary support for score ranking has been established.

5. Frequency and timing of

   (a) collection:

   Data will be collected as new promotional tests are developed.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Difference between number of promotional exams for which documentary support for score ranking has been established and the baseline number for such tests is divided by the baseline number.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low value for this indicator may indicate insufficient levels of work in this area. Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.k

1. Indicator name:

Percent increase in the number of non-standard, promotional exams which measure knowledge of local operating procedures.

2. Indicator type:

   Outcome

3. Rationale:

   The percentage increase in the number of non-standard promotional exams which measure knowledge of local operating procedures is a measure of work accomplished.

4. Data collection procedure/source:

   Data will be updated as new promotional exams are developed which measure knowledge of local operating procedures.

5. Frequency and timing of

   (a) collection:

   Data will be collected as new promotional tests are developed.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Difference between number of promotional exams which measure knowledge of local operating procedures and the baseline number for such tests is divided by the baseline number.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low value for this indicator may indicate a lack of response from local jurisdictions to provide local operating procedures or insufficient levels of work in this area. Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.l

1. Indicator name:

Percent increase of number of statewide multi-jurisdictional entrance fire prevention and fire investigation examinations.

2. Indicator type:

   Outcome

3. Rationale:

   The percentage increase in the number of statewide multi-jurisdictional entrance fire prevention and fire investigation exams developed is a measure of work accomplished.

4. Data collection procedure/source:

   Data will be updated as statewide multi-jurisdictional entrance fire prevention and fire investigation examinations are developed.

5. Frequency and timing of

   (a) collection:

   Data will be collected as new tests are developed.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Difference between number of statewide multi-jurisdictional entrance fire prevention and fire investigation exams developed and the baseline number for such tests is divided by the baseline number.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low value for this indicator may indicate insufficient levels of work in this area. Progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.m

1. Indicator name:

Number of challenges to where a civil service board, court, or other regulatory entity such as the Department of Justice or the Equal Employment Opportunity Commission has found that an examination, developed and administered by the OSE was not appropriate. (The standard to which we aspire is to have 0 decisions finding fault with our examinations.)

2. Indicator type:

   Efficiency

3. Rationale:

   If examinations are valid and are developed according to applicable professional standards, we should have no decisions finding fault with our examinations. Efficiency, therefore, is measured by the absence of such decisions, and our goal is to have no adverse decisions.

4. Data collection procedure/source:

   At any time a challenge is made to an examination, a file is initiated in our office. A database will be established to monitor any examinations being challenged and the outcome.

5. Frequency and timing of

   (a) collection:

   Data will be entered into the database as examinations are challenged. As the issue is resolved, any adverse decisions by the challenging body will be entered.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Any adverse decisions concerning the validity or appropriateness of these examinations shall be reported.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    When there is a prevailing legal climate that expands the normal amount of challenges to examinations, or when some part of our validation and examination development process comes under close scrutiny by one of the regulatory bodies, it might be prudent to allocate additional resources to the careful methodology utilized in the examination development process.

PERFORMANCE INDICATOR MATRIX

GOAL II
OBJECTIVE II.2

OBJECTIVE II.2: To continue providing examination scores to local civil service boards within 120 days from receipt of exam request despite an anticipated 50% increase in number of jurisdictions to which the system will apply by June 30,2006.

Kind of Indicator	Performance Indicator
Input Indicator No. II.2.a	Number of examination requests.
Input Indicator No. II.2.b	Baseline average number of workdays from date of examination request to date scores are mailed.
Outcome Indicator No. II.2.c	Average number of workdays from date of examination request to date scores are mailed.
Efficiency: Indicator No. II.2.d	Percent reduction in the average number of workdays from date of examination request to date scores are mailed.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.2

INDICATOR NO. II.2.a

1. Indicator name:

Number of examination requests.

2. Indicator type:

Input

3. Rationale:

If our objective is to maintain our current turnaround despite a significant increase in our customer base, our ability to respond to this challenge is directly influenced by the number of exam requests which are received in this office. The receipt of the exam request is what initiates the flow of work related to examinations through the office.

4. Data collection procedure/source:

Exam requests are received from the local civil service boards either by telephone, by letter, or as indicated in the minutes of the board. As soon as the request is received in this office, a workload tracking record is initiated. Each test requested for each jurisdiction is counted as a separate exam request.

5. Frequency and timing of

(a) collection:

Data is entered daily into the workload tracking system as the examination requests are received from the local civil service boards. Overall tallies are computed prior to reporting periods.

(b) reporting:

Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Each test requested for each jurisdiction is counted as a separate exam request. Our workload tracking database for exam requests is organized by jurisdiction and date. A separate field indicates the number of exam requests for that date, so that the total may be computed from the index page.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Management carefully evaluates the volume of examination requests being received at any given time in order to assure that agency remains responsive to the needs of the local jurisdictions. A high demand for examinations has a direct impact upon the exam development process requiring the allocation of additional resources.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.2

INDICATOR NO. II.2.b

1. Indicator name:

Baseline average number of workdays from date of examination request to date scores are mailed.

2. Indicator type:

   Input

3. Rationale:

   Our objective is to provide examination scores to local civil service boards within an established time frame despite a significant increase in the number of jurisdictions. This is an obvious indicator against which progress is to be measured.

4. Data collection procedure/source:

   Average number of workdays from date of examination request to date scores are mailed as of the end of previous fiscal year.

5. Frequency and timing of

   (a) collection:

   Once, to establish baseline.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   For each test, the number of days from receipt of examination request to mailing of grades to local civil service boards will be calculated.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

   There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

   If we fail to maintain the time required for this process, the management team needs to reevaluate each step in the process, and determine how we might improve our efficiency.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.2

INDICATOR NO. II.2.c

1. Indicator name:

Number of workdays from date of examination request to date scores are mailed.

2. Indicator type:

   Outcome

3. Rationale:

   Our objective is to continue providing examination scores to local civil service boards within an established time frame despite a significant increase in the number of jurisdictions, so this is an obvious outcome indicator.

4. Data collection procedure/source:

   Exam requests are received from the local civil service boards either by telephone, by letter, or as indicated in the minutes of the board. As soon as the request is received in this office, a workload tracking record is initiated. An entry is also made to indicate the date on which the grades were mailed.

5. Frequency and timing of

   (a) collection:

   Data will be entered at the time the grades are mailed. Overall computations will be made at the time the data is reported.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   For each test, the number of days from receipt of examination request to mailing of grades to local civil service boards will be calculated.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    If we fail to maintain the time required for this process, the management team needs to reevaluate each step in the process, and determine how we might improve our efficiency.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.2

INDICATOR NO. II.2.d

1. Indicator name:

Percent reduction in the average number of workdays from date of examination request to date scores are mailed.

2. Indicator type:

   Efficiency

3. Rationale:

   This indicator will demonstrate an improvement or reduction in our responsiveness to local jurisdictions.

4. Data collection procedure/source:

   The number of workdays from date of examination request to date scores are mailed will monitored in the test tracking system. The percent reduction will be calculated from recorded data.

5. Frequency and timing of

   (a) collection:

   Collection of data will be on-going.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The average number of workdays between the date of request for exam and the date scores are mailed to the local civil service board is subtracted from the baseline average. The difference will be divided by the baseline.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    If we fail to improve our response time for this process, the management team needs to reevaluate how efficiency might be improved.

PERFORMANCE INDICATOR MATRIX

GOAL II
OBJECTIVE II.3

OBJECTIVE II.3: Improve quality of examinations and efficiency of exam preparation by conducting a comprehensive review and update of all 7,800+ test questions in OSE database from which tests are drawn by June 30, 2010.

Kind of Indicator	Performance Indicator
Input Indicator No. II.3.a	Baseline number of test questions in item bank.
Output Indicator No. II.3.b	Number of test items reviewed and removed from item bank.
Output Indicator No. II.3.c	Number of test items updated or revised.
Output Indicator No. II.3.d	Number of test items researched and sourced to new reference edition.
Output Indicator No. II.3.e	Number of new test items written to satisfy requirements of examination plans.
Outcome Indicator No. II.3.f	Number of test questions which must be removed during the grading process due to problems with item construction or source.
Efficiency Indicator No. II.3.g	Percent of item bank revised.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.3

INDICATOR NO. II.3.a

1. Indicator name:

Baseline number of test questions in item bank.

2. Indicator type:

   Input

3. Rationale:

   The number of test questions in the item bank represents a measure of the magnitude of the project, and provides a baseline from which output is measured.

4. Data collection procedure/source:

   The total number of test questions in the item bank from the previous fiscal year.

5. Frequency and timing of

   (a) collection:

   Once, to establish baseline.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Each item in the item bank is counted.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of test questions in the item bank demonstrates the magnitude of the challenge to maintain viable test materials and the need to assure that test questions comply with technical standards for item construction. Developing examinations from an item bank that includes outdated, unsourced or poorly performing items reduces efficiency in exam development, and affects the quality of the examinations.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.3

INDICATOR NO. II.3.b

1. Indicator name:

Number of test items reviewed and removed from item bank.

2. Indicator type:

   Output

3. Rationale:

   This is an obvious indicator of work product associated with the objective.

4. Data collection procedure/source:

   Data will be collected as test questions in the item bank are reviewed and removed.

5. Frequency and timing of

   (a) collection:

   Data will be updated as often as items are reviewed and removed.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   A running total of deleted items will be maintained.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low value for this performance indicator may indicate that staff may be neglecting this function or may need additional training with emphasis on the principles of item writing, or that other projects may be taking precedence. In either case, management must take the necessary steps to assure that this work is accomplished.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.3

INDICATOR NO. II.3.c

1. Indicator name:

Number of test items updated or revised.

2. Indicator type:

   Output

3. Rationale:

   This is an obvious indicator of work product associated with the objective.

4. Data collection procedure/source:

   Data will be collected as test questions in the item bank are updated or revised.

5. Frequency and timing of

   (a) collection:

   Data will be updated as often as items are updated or revised.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   A running total of updated or revised items will be maintained.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low value for this performance indicator may indicate that staff may be neglecting this function or may need additional training with emphasis on the principles of item writing, or that other projects may be taking precedence. In either case, management must take the necessary steps to assure that this work is accomplished.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.3

INDICATOR NO. II.3.d

1. Indicator name:

Number of test items researched and sourced to new reference edition.

2. Indicator type:

   Output

3. Rationale:

   Questions developed for use on multiple choice tests are sourced to text which are currently in print and which are generally recognized as authoritative in the subject matter for which the items are intended to measure knowledge, skills or abilities. Those items which cannot be sourced to recognized text are deleted from the item bank.

4. Data collection procedure/source:

   Data will be collected as test questions in the item bank are successfully sourced.

5. Frequency and timing of

   (a) collection:

   Data will be updated as often as items are successfully sourced.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   A running total of successfully sourced items will be maintained.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low value for this performance indicator may indicate that staff may be neglecting this function, or that other projects may be taking precedence. In either case, management must take the necessary steps to assure that this work is accomplished.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.3

INDICATOR NO. II.3.e

1. Indicator name:

Number of new test items written to satisfy requirements of examination plans.

2. Indicator type:

   Output

3. Rationale:

   New test questions must be developed in order to maintain a sufficient quantity of different items with which to measure job knowledge. This enables test developers to construct alternate forms and reduces familiarity with test materials which may be obtained from the frequent use of test items.

4. Data collection procedure/source:

   Data will be collected as new test questions are added to the item bank.

5. Frequency and timing of

   (a) collection:

   Data will be updated as often as new items are added to the item bank.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   A running total will be kept of new items added to the item bank.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The majority of examinations developed by the agency are customized for individual jurisdictions, and frequently necessitate the development of new test items. Research and development of new test items is a time consuming endeavor which requires a significant dedication of personnel resources, including upper management personnel for the review and approval process.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.3

INDICATOR NO. II.3.f

1. Indicator name:

Number of test questions which must be removed during the grading process due to problems with item construction or source.

2. Indicator type:

   Outcome and Efficiency

3. Rationale:

   Although every effort is made prior to the administration of an examination to avoid the inclusion of unacceptable test items, some do escape the review and proofing process. Items which have been found to be faulty during the grading process must be immediately revised or removed from the item bank. (Such items are not included in the scoring process.)

4. Data collection procedure/source:

   Data will be collected as the test questions are revised or removed from the item bank.

5. Frequency and timing of

   (a) collection:

   Data will be updated as often as items are revised or added to the item bank.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

A running total will be kept of items that are revised or removed from the item bank.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Items which are found to be faulty during the grading process must be immediately revised or removed from the item bank. The management team must be constantly vigilant in evaluating the test development and item development processes and dedicating appropriate additional resources to these processes in order to assure that examinations are of the highest quality.

PERFORMANCE INDICATOR MATRIX

GOAL III
OBJECTIVE III.1

OBJECTIVE III.1: To provide initial orientation by June 30, 2006, to local governing authorities in 27 new jurisdictions to which the system applies concerning the requirements of Municipal Fire and Police Civil Service Law, and assisting such entities in establishing civil service boards.

Kind of Indicator	Performance Indicator
Input Indicator No. III.1.a	Number of jurisdictions for which boards have been sworn in.
Input Indicator No. III.1.b	Number of potential jurisdictions identified as meeting the criteria for establishing a civil service system.
Output Indicator No. III.1.c	Number of potential jurisdictions for which initial orientation has been completed.
Outcome Indicator No. III.1.d	Percentage of jurisdictions identified as meeting applicability requirements for inclusion in system for which initial orientation has been completed.
Outcome Indicator No. III.1.e	Number of new jurisdictions for which boards have been sworn in.
Outcome Indicator No. III.1.f	Percent increase in number of jurisdictions for which boards have been sworn in.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.1

INDICATOR NO. III.1.a

1. Indicator name:

Number of jurisdictions for which boards have been sworn in.

2. Indicator type:

   Input

3. Rationale:

   This input indicator establishes a baseline from which work will be measured and is a reasonable indicator.

4. Data collection procedure/source:

   Total number of jurisdictions from the previous fiscal year.

5. Frequency and timing of

   (a) collection:

   Data to be collected at the end of each reporting period.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total of sworn jurisdictions will be maintained on an ongoing basis.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    This is a baseline indicator against which work will be measured.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.1

INDICATOR NO. III.1.b

1. Indicator name:

Number of potential jurisdictions identified as meeting the criteria for establishing a civil service system.

2. Indicator type:

   Input

3. Rationale:

   The Office of State Examiner is required to assist and cooperate in an advisory capacity the various authorities, departments, officers, and employees of the municipalities, parishes and fire protection districts regarding the duties and obligations imposed upon them by the provisions of civil service law. In order to appropriately fulfill this obligation, we must first identify all jurisdictions which potentially meet the criteria for compliance, perform any necessary research, and establish contact with appropriate authorities, all of which is very labor intensive.

4. Data collection procedure/source:

   The number of potential jurisdictions obtained from a variety of sources including other state departments or agencies, direct contact from local officials and employees, news articles, and website information will be maintained in a database tracking system.

5. Frequency and timing of

   (a) collection:

   A database tracking system will be maintained of all jurisdictions which potentially meet the criteria for establishing a civil service system. As new civil service boards are sworn in, these jurisdictions will be removed from this database.

(b) reporting:

Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total of potential jurisdictions will be maintained on an ongoing basis.

7. Definitions of any unclear terms:

   A potential jurisdiction is a municipality, parish or fire protection district which is not currently under the Municipal Fire and Police Civil Service System, but which meets the population requirements and/or employs full-time paid personnel.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Test Development Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of potential jurisdictions identified as meeting the criteria for establishing a civil service system represents present work as well as the immediate future growth of the classified service. Work involved in researching and identifying potential jurisdictions is labor intensive and requires specific dedication of time and energy of the agency's administration and the resources of the Personnel Management division. As jurisdictions are added, the workload will shift and to the Classification and Test Development divisions. The management team must plan for the unavoidable increase in workload throughout its operations in order to maintain productivity, including the addition of positions to the table of organization.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.1

INDICATOR NO. III.1.c

1. Indicator name:

Number of potential jurisdictions for which initial orientation has been completed.

2. Indicator type:

   Output

3. Rationale:

   This output indicator is an obvious measure of accomplishment toward satisfying this objective.

4. Data collection procedure/source:

   This total will be maintained in a database tracking system for potential jurisdictions and updated as officials are contacted and provided initial orientation.

5. Frequency and timing of

   (a) collection:

   Data for this performance indicator will be updated as initial orientations are provided.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   All initial orientations provided potential jurisdictions will be recorded and counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Establishing contact with potential jurisdictions and providing initial orientation to local officials requires a significant allocation of time, travel, and personnel resources.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.1

INDICATOR NO. III.1.d

1. Indicator name:

Percentage of jurisdictions identified as meeting applicability requirements for inclusion in system for which initial orientation has been completed.

2. Indicator type:

   Outcome

3. Rationale:

   The percentage of jurisdictions for whom initial orientation has been completed is a measure of work accomplished.

4. Data collection procedure/source:

   Data will be maintained as orientations are completed and percentages calculated for reporting periods.

5. Frequency and timing of

   (a) collection:

   Data will be collected as orientations are completed.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Number of jurisdictions identified as meeting applicability requirements for inclusion in system for whom initial orientation has been completed divided by the total of all such identified jurisdictions.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    This indicator is useful in planning any necessary follow-up support for potential and newly established civil service systems.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.1

INDICATOR NO. III.1.e

1. Indicator name:

Number of new jurisdictions for which boards have been sworn in.

2. Indicator type:

   Outcome

3. Rationale:

   Making new jurisdictions operational is a direct out-growth of administrative support offered by the Office of State Examiner.

4. Data collection procedure/source:

   Agency records are updated as new jurisdictions are added.

5. Frequency and timing of

   (a) collection:

   Data will be collected as the jurisdictions are added to the system.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The number of new jurisdictions will be added.

7. Definitions of any unclear terms:

Jurisdiction refers to the municipality, parish or fire protection district to which the Municipal Fire and Police Civil Service system becomes applicable, and who are either in the developmental stage or have civil service boards already sworn in.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of new jurisdictions represents an increase in the size of the system that will have impact on the budgetary and planning processes, i.e., more jurisdictions represents more necessary resources.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.1

INDICATOR NO. III.1.f

1. Indicator name:

Percent increase in number of sworn jurisdictions.

2. Indicator type:

   Outcome

3. Rationale:

   This indicator is a measure of accomplishment.

4. Data collection procedure/source:

   Agency records are updated as new jurisdictions are added.

5. Frequency and timing of

   (a) collection:

   Data will be collected as the jurisdictions are added to the system.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of new jurisdictions divided by the baseline.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The percent increase in the number of jurisdictions represents an increase in service by the Office of State Examiner which will impact the budgetary and planning processes, i.e., more jurisdictions represents more necessary resources.

PERFORMANCE INDICATOR MATRIX

GOAL III
OBJECTIVE III.2

OBJECTIVE III.2: To improve service to jurisdictions through timely support to those involved in the operation of the system at the local level through telephone support, correspondence, seminars, individual orientation sessions, and revised training materials with interactive components, by June 30, 2006.

Kind of Indicator	Performance Indicator
Input Indicator No. III.2.a	Number of telephone inquiries received.
Input Indicator No. III.2.b	Number of written requests for guidance.
Input Indicator No. III.2.c	Number of civil service minutes reviewed.
Output Indicator No. III.2.d	Number of newsletters published per year.
Outcome Indicator No. III.2.e	Number of individuals trained through seminars or individual orientation.
Efficiency Indicator No. III.2.f	Percent of telephone inquiries handled within twenty-four hours.
Efficiency Indicator No. III.2.g	Percent of written requests for guidance handled within ten days.
Quality Indicator No. III.2.h	Percentage of seminar attendees rating training as informative and helpful.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.a

1. Indicator name:

Number of telephone inquiries received.

2. Indicator type:

   Input

3. Rationale:

   The Office of State Examiner responds to numerous telephone inquiries from throughout the State on any given workday, and it is through this means that the majority of support is provided to those involved in the operation of the system. The number of telephone inquiries received is a direct measure of work performed.

4. Data collection procedure/source:

   Personnel who are specifically designated to provide advice and guidance are assigned specially equipped telephone equipment. Data will be collected from a display on each telephone set, and recorded. Totals from each set will be added weekly.

5. Frequency and timing of

   (a) collection:

   Data will be collected as telephone inquiries are received, and totaled on a daily basis. Agency totals derived from each telephone set will be tabulated weekly.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Telephone inquiries will be added.

7. Definitions of any unclear terms:

   Not applicable

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of data for this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    It is helpful to know the extent to which we are providing telephone support to jurisdictions, and tracking the number of telephone inquiries is useful for planning purposes. If a certain individual is receiving an inordinate number of calls, this may have an affect upon that person's productivity, and steps may be taken to spread the calls equally among others. Also, a high or low volume of calls recorded for specific times of the year may be useful for project planning.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.b

1. Indicator name:

Number of written requests for guidance.

2. Indicator type:

   Input

3. Rationale:

   The Office of State Examiner responds to many written requests for guidance during any given workweek. Because such requests usually deal with policy or the application of civil service law, only those in upper management are designated to respond. The number and scope of these requests are such that they frequently require a significant dedication of time and effort.

4. Data collection procedure/source:

   The data will be collected and recorded in a database tracking system as requests are received by mail or by fax.

5. Frequency and timing of

   (a) collection:

   Data will be collected as requests are received.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

The number of written requests received in our office will be added.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Agency management responds to written requests only in writing, which often involves complex subject matter. Inasmuch as this indicator is representative of actual work, management must consider the impact that written responses have upon productivity in order to remain responsive through effective planning and prioritization .

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.c

1. Indicator name:

Number of civil service minutes reviewed.

2. Indicator type:

   Input

3. Rationale:

   A primary means of assisting local civil service boards and appointing authorities in the operation of the civil service system at the local level is though a diligent review of the minutes of the civil service board meetings from each jurisdiction. When problems are noted, contact is made with appropriate local personnel via telephone or letter so that corrective action might be taken.

4. Data collection procedure/source:

   Each set of minutes received by the Office of State Examiner is logged into a computer database as soon as it is received in the office, along with the date of receipt. Review of the minutes is generally accomplished within a week of receipt so that we might offer timely advice as necessary. The total of minutes received will be tallied at the conclusion of the reporting period.

5. Frequency and timing of

   (a) collection:

   Data will be gathered daily as the minutes of the meetings are processed. The overall total will be compiled at the time of reporting.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   See above.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    We carefully track the minutes received from each jurisdiction and follow up with local officials when none have been received over an extended period of time. Reviewing the minutes of the local civil service boards is an extremely cost effective tool in monitoring and providing needed guidance on the operation of the system at the local level. The aggregate of all board minutes received and reviewed is indicative, on an indirect level, of the amount of administrative support necessary in the local areas. If we become unable to keep up with this task in a timely manner, it will be necessary to reevaluate our priorities and allocation of resources accordingly.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.d

1. Indicator name:

Number of newsletters published per year.

2. Indicator type:

   Output

3. Rationale:

   The agency newsletter is a means by which information about the Municipal Fire and Police Civil Service is disseminated and helps to maintain and improve administrative support to the local jurisdictions.

4. Data collection procedure/source:

   A tally of all newsletters published will be maintained on an annual basis and maintained in a database tracking system.

5. Frequency and timing of

   (a) collection:

   See above.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The count of all newsletters published per year will be maintained.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The newsletter is published and distributed to civil service board members and board secretaries, department chiefs, and various local authorities. Its purpose is to provide information about legal changes impacting the system, advise of new developments in the Office of State Examiner, and to offer answers to frequently asked questions. If we are unable to produce the newsletter, this information will not be as effectively disseminated, and will require the agency to provide this information by other means.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.e

1. Indicator name:

Number of individuals trained through seminars or individual orientation.

2. Indicator type:

   Outcome

3. Rationale:

   Training seminars provide direct hands-on training for local officials charged with administering the system at the local level, and is a direct measure of administrative support offered by the Office of State Examiner.

4. Data collection procedure/source:

   Data will be collected as the seminars and individual orientation are conducted and will be maintained in an attendance log.

5. Frequency and timing of

   (a) collection:

   See above.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of individuals attending seminars and individual orientation during the reporting period will be counted.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

The number of individuals attending seminars and individual orientation will be useful in planning future training ventures.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.f

1. Indicator name:

Percent of telephone inquiries handled within twenty-four hours.

2. Indicator type:

   Efficiency

3. Rationale:

   The percent of telephone inquiries handled within twenty-four hours is a measure of responsiveness and is a reasonable indicator.

4. Data collection procedure/source:

   The data will be collected from a daily tally of telephone inquiries for which a call-back was made.

5. Frequency and timing of

   (a) collection:

   The data will be collected daily.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The number of call-backs within twenty-four hours divided by the total number of inquiries requiring a call-back.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

A high percentage for this indicator represents efficiency and responsiveness, whereas a low percentage indicates an area of our operations which would require corrective action.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.g

1. Indicator name:

Percent of written requests for guidance handled within ten days.

2. Indicator type:

   Efficiency

3. Rationale:

   The percent of written inquiries handled within ten days is a measure of responsiveness and is a reasonable indicator.

4. Data collection procedure/source:

   The data will be collected from a database tracking system for written inquiries for which written responses were prepared.

5. Frequency and timing of

   (a) collection:

   As responses to written inquiries are prepared and sent.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The number of written responses prepared and sent within ten days divided by the total number of written inquiries.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Inasmuch as this indicator is representative of actual work, management must consider the impact that written responses have upon productivity in order to remain responsive through effective planning and prioritization .

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.2

INDICATOR NO. III.2.h

1. Indicator name:

Percentage of seminar attendees rating training as informative and helpful.

2. Indicator type:

   Quality

3. Rationale:

   It is valuable for planning future training programs to obtain an idea of the strengths and weaknesses of those programs.

4. Data collection procedure/source:

   Attendees will be asked to complete brief evaluation questionnaires, from which this data will be collected.

5. Frequency and timing of

   (a) collection:

   Upon completion of each seminar.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Totals will be calculated for various levels of satisfaction from which percentages will be derived.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The Office of State Examiner will use the information from these surveys to improve and plan future seminars.

PERFORMANCE INDICATOR MATRIX

GOAL III
OBJECTIVE III.3

OBJECTIVE III.3: To reduce the percentage of Personnel Action Forms (PAFs) which must be returned to local jurisdictions to 4.00% by June 30, 2006, through training of local personnel and interactive computer based tutorial to facilitate correct personnel actions.

Kind of Indicator	Performance Indicator
Input Indicator No. III.3.a	Number of personnel action forms received.
Output Indicator No. III.3.b	Number of personnel action forms reviewed for compliance with civil service law.
Outcome Indicator No. III.3.c	Number of personnel action forms returned to jurisdictions for correction because of errors in applications of civil service law.
Efficiency Indicator No. III.3.d	Percentage of PAFs reviewed which are returned for correction.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.3

INDICATOR NO. III.3.a

1. Indicator name:

Number of personnel action forms received.

2. Indicator type:

   Input

3. Rationale:

   The Office of State Examiner reviews personnel actions reported on these forms for compliance with provisions of civil service law, and, when necessary, provide advisory feedback to the civil service boards and appointing authorities so that appropriate corrective action may be taken.

4. Data collection procedure/source:

   A log is kept of personnel action forms as they are received in this office.

5. Frequency and timing of

   (a) collection:

   The personnel action forms are logged in as they are received.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total of personnel action forms received for a given period of time will be tabulated prior to the reporting period.

7. Definitions of any unclear terms:

The personnel action form is a vehicle created by the Office of State Examiner by which the appointing authorities may report personnel actions in a standard format to local civil service boards. The local civil service boards, in turn, report the personnel actions to this office. Personnel actions reported on these forms include, but are not limited to appointment, promotion, demotion, suspension, termination, and leaves of absence

8. What aggregations or disaggregation of the indicator are needed:

No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

The number of personnel action forms received by this office continues to increase. We must continue to look at the allocation of personnel to the function of reviewing and processing the personnel action forms, or explore other alternatives such as automation through scanning capabilities.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.3

INDICATOR NO. III.3.b

1. Indicator name:

Number of personnel action forms reviewed for compliance with civil service law.

2. Indicator type:

Output

3. Rationale:

Once the personnel actions are reported via the personnel action form, personnel within the Office of State Examiner review the actions taken vis-a-vis civil service law.

4. Data collection procedure/source:

When personnel action forms are reviewed, the information is entered into a database.

5. Frequency and timing of

(a) collection:

Data is entered into the database at the time of review.

(b) reporting:

Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

The number of personnel action forms reviewed will be an aggregate of those found to be in compliance with civil service law and those which found to be not in compliance and which must be returned to the local civil service board for corrective action.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    As we are a very small office, only one person is generally responsible for this critical function. However, it is sometimes necessary to divert personnel assigned to the function to other projects, which causes a backlog in unprocessed forms. When the number forms processed fails to keep pace with the number received, we must be prepared to realign duties and cross-train other personnel as necessary so that this critical function is not delayed past the point when timely advice will be valuable to those at the local level.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.3

INDICATOR NO. III.3.c

1. Indicator name:

Number of personnel action forms returned to jurisdictions for correction.

2. Indicator type:

   Outcome

3. Rationale:

   The reason for reviewing the personnel action forms is to provide a check that the personnel actions made at the local level are done in compliance with civil service law. The personnel actions returned indicate that the system is not operating at the local level as it should.

4. Data collection procedure/source:

   A log is kept of personnel action forms returned to the jurisdictions.

5. Frequency and timing of

   (a) collection:

   A log is kept of personnel action forms returned to local civil service boards for corrective action at the time the from is returned.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The number of personnel action forms returned by jurisdiction is tallied for an overall total.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    We are attempting to improve the error rate through education and training of personnel at the local level. The number of forms returned, and the reasons therefor, should guide our future education efforts.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.3

INDICATOR NO. III.3.d

1. Indicator name:

Percentage of PAFs reviewed which are returned for correction.

2. Indicator type:

   Efficiency

3. Rationale:

   Our objective is to educate those responsible for operating the system at the local level so that a smaller percentage of personnel action forms must be returned for corrective action. It is therefore appropriate to examine the percentage of forms returned as an indicator of efficiency.

4. Data collection procedure/source:

   Explained in prior indicator.

5. Frequency and timing of

   (a) collection:

   Data for this indicator will be computed at the time of reporting.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Self explanatory.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Our efficiency in training the personnel at the local level is measured by this indicator. If we are not improving the manner in which personnel actions are made and reported in accordance with civil service law, we need to reexamine our training efforts and make changes as needed.

PERFORMANCE INDICATOR MATRIX

GOAL III
OBJECTIVE III.4

OBJECTIVE III.4: To increase service to jurisdictions and to applicants for employment in the system through the e-government concept by adding online, interactive services in ten (10) areas by June 30, 2006.

Kind of Indicator	Performance Indicator
Input Indicator No. III.4.a	Number of informational categories on agency website.
Output Indicator No. III.4.b	Number of new informational categories added to website.
Outcome Indicator No. III.4.c	Number of visitors (hits) to website.
Outcome Indicator No. III.4.d	Percent increase in informational categories on website.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.4

INDICATOR NO. III.4.a

1. Indicator name:

Number of informational categories on agency website.

2. Indicator type:

   Input

3. Rationale:

   Offering information on the agency website is a method of utilizing e-government technology to expand services and support to local jurisdictions.

4. Data collection procedure/source:

   The agency web support specialist will maintain an up-to-date list of the available informational categories.

5. Frequency and timing of

   (a) collection:

   Data will be collected as often as the website is updated.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of informational categories will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Informational categories posted to the agency's website provides a cost-effective service to persons seeking specific information. This promotes productivity of personnel who may otherwise be required to respond to routine telephone calls or letters of inquiry, and frees time for other necessary tasks.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.4

INDICATOR NO. III.4.b

1. Indicator name:

Number of new informational categories added to website.

2. Indicator type:

   Output

3. Rationale:

   New informational categories added to the website improves the administrative support to local jurisdictions.

4. Data collection procedure/source:

   See previous indicator.

5. Frequency and timing of

   (a) collection:

   This data will be added as new categories are added to the website.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of categories added to the website will be counted.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    See previous performance indicator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.4

INDICATOR NO. III.4.c

1. Indicator name:

Number of visitors (hits) to website.

2. Indicator type:

   Outcome

3. Rationale:

   This indicator is a measure of the usefulness of the website and its value as a source of information.

4. Data collection procedure/source:

   Data will be collected from a counter imbedded in the website.

5. Frequency and timing of

   (a) collection:

   Data will be collected and counted each time the website is accessed.

   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of visitors (hits) will be counted.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    This indicator will be helpful in planning future website categories.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III
OBJECTIVE III.4

INDICATOR NO. III.4.d

1. Indicator name:

Percent increase in informational categories on website.

2. Indicator type:

   Outcome

3. Rationale:

   This indicator is a measure of improvement in providing on-line administrative support.

4. Data collection procedure/source:

   The agency web support specialist will maintain an up-to-date count of the available informational categories, and determine the percentage increase.

5. Frequency and timing of

   (a) collection:

   Data will be updated as informational categories are added.
   (b) reporting:

   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Percentage increases will be calculated for the reporting periods.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Classification Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The percent increase in the number of informational categories on the agency's website is an indication of the continued efforts to improve administrative support through e-government technology. If no change or a decrease in this indicator occurs, other opportunities for improving on-line assistance should be explored.

APPENDIX C

LOUISIANA VISION 2020
COMPONENTS

STRATEGIC PLAN
FISCAL YEARS 2005-06 THROUGH 2009-10

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

APPENDIX C

LOUISIANA: VISION 2020 COMPONENTS

OBJECTIVES STRATEGIC PLAN 2005-06 through 2009-10	**OBJECTIVES *LOUISIANA: VISION 2020***
OBJECTIVE I.1: To improve the content validity of the classification plan for each jurisdiction by assuring that each class description is supported by job analysis data not greater than five years old by June 30, 2010.	**OBJECTIVE 1.8 - To improve the efficiency and accountability of governmental agencies.** The maintenance of a structured classification plan supported by recent job analysis information will allow civil service boards and fire and police departments to achieve more efficient administration and more equitable treatment of personnel.
OBJECTIVE I.2: By June 30, 2010, improve efficiency of service to local civil service boards by providing timely recommendations to civil service boards on needed class plan changes following all job analyses within sixty (60) days of receipt of job analysis information, and by providing updated class descriptions on changes adopted by boards within ten (10) days of receiving minutes of meeting.	**OBJECTIVE 1.8 - To improve the efficiency and accountability of governmental agencies.** Improving the turnaround from completion of a job analysis to the final submission of an official class description contributes to more efficient administration of classified personnel.
OBJECTIVE II.1: By June 30, 2010, improve the validity of examinations developed by the Office of State Examiner so that candidates identified as eligible will have the knowledge and skills necessary to be placed in a working test period, and so that examinations administered will be legally defensible.	**OBJECTIVE 1.8 - To improve the efficiency and accountability of governmental agencies.** **OBJECTIVE 3.3 - To have safe homes, schools, and streets throughout the State.** By improving the validity of examinations administered by this office, local jurisdictions are provided a better pool of applicants from which to select for positions in law enforcement and fire protection. Valid tests which are predictive of success contribute to public safety and efficiency of service to our citizens.

OBJECTIVES **STRATEGIC PLAN** **2005-06 through 2009-10**	**OBJECTIVES** ***LOUISIANA: VISION 2020***
OBJECTIVE II.2: **By June 30, 2010, to provide examination scores to local civil service boards within 80 days from receipt of exam request despite an anticipated 50% increase in number of jurisdictions to which the system is applicable.**	**OBJECTIVE 1.8 - To improve the efficiency and accountability of governmental agencies.** **OBJECTIVE 3.3 - To have safe homes, schools, and streets throughout the State.** By providing examination scores to local boards in a timely manner, our office becomes more responsive to the needs of local governments which must assure adequate staffing levels and deployment of public safety personnel.
OBJECTIVE II.3: **Improve quality of examinations and efficiency of exam preparation by conducting a comprehensive review and update of all 7,800+ test questions in OSE database from which tests are drawn by June 30, 2010.**	**OBJECTIVE 1.8 - To improve the efficiency and accountability of governmental agencies.** **OBJECTIVE 3.3 - To have safe homes, schools, and streets throughout the State.** Improving and maintaining a database of quality test items contributes to more efficient test administration procedures, and results in examinations for public safety positions which are more predictive of success.
OBJECTIVE III.1: **To provide initial orientation by June 30, 2010, to local governing authorities in 24 new jurisdictions to which the system applies concerning the requirements of Municipal Fire and Police Civil Service Law, and assisting such entities in establishing civil service boards.**	**OBJECTIVE 1.8 - To improve the efficiency and accountability of governmental agencies.** Providing training and orientation to local authorities regarding compliance with the provisions of civil service law reduces errors in personnel administration and encourages adherence to the principles of merit, efficiency, and fitness.
OBJECTIVE III.2: - **To improve service to jurisdictions through timely support to those involved in the operation of the system at the local level through telephone support, correspondence, seminars, individual orientation sessions, and revised training materials with interactive components by June 30, 2010**.	**OBJECTIVE 1.8 - To improve the efficiency and accountability of governmental agencies.** Providing administrative support through various means of contact reduces errors in personnel administration and encourages adherence to the principles of merit, efficiency, and fitness.

OBJECTIVES STRATEGIC PLAN 2005-06 through 2009-10	OBJECTIVES *LOUISIANA: VISION 2020*
OBJECTIVE III.3: - To maintain, during each fiscal year through June 30, 2010, the percentage of personnel action forms (PAFs)which must be returned to local jurisdictions for correction at 1% of all PAFs reviewed, through training of local personnel and the development and distribution of interactive computer-based tutorials.	**OBJECTIVE 1.8 - To improve the efficiency and accountability of governmental agencies.** The Office of State Examiner is charged by Civil Service Law to provide advice and assistance to local jurisdictions in matters of personnel administration of fire and police personnel. Our ability to provide these services contributes to the improvement of the efficiency and accountability of governmental entities such as civil service boards, and appointing and governing authorities, including city councils, boards of aldermen, and fire boards of commissioners, which ultimately influences the quality of service in areas of public safety.
OBJECTIVE III.4: - To increase service to jurisdictions and to applicants for employment in the system through the e-government concept by adding online, interactive services in five (5)categories by June 30, 2010.	**OBJECTIVE 1.8 - To improve the efficiency and accountability of governmental agencies.** The development and use of e-government technology will improve the agency's ability to disseminate information efficiently and effectively in terms of both cost and productivity, and will also facilitate the application and employment opportunities to persons who wish to seek employment with departments under the Municipal Fire and Police Civil Service System.

APPENDIX D

LIST OF
JURISDICTIONS/EMPLOYEES
UNDER
THE MUNICIPAL FIRE AND POLICE CIVIL SERVICE SYSTEM

MUNICIPAL FIRE AND POLICE CIVIL SERVICE

JURISDICTIONS UNDER MUNICIPAL FIRE & POLICE CIVIL SERVICE
AS OF JUNE 18, 2004

JURISDICTION	PARISH	POPULATION BASED ON 2000 CENSUS	NO. OF EMPLOYEES	
			FIRE	POLICE
Abbeville	Vermillion	11,887	33	48
Alexandria	Rapides	46,342	114	152
Ascension FPD (Gonzales)	Ascension	8,156	--	--
Baker	East Baton Rouge	13,793	18	34
Bastrop	Morehouse	12,988	52	51
Baton Rouge	East Baton Rouge	227,818	572	671
Benton FPD #4	Bossier		10	
Bogalusa	Washington	13,365	38	62
Bossier City	Bossier	56,461	202	213
Bossier East Central F.P.D. #1 ***** (Haughton)	Bossier	2,792	--	--
Breaux Bridge *	St. Martin	7,8281	--	--
Caddo Parish FPD #1 (Blanchard)	Caddo	2,050	10	--
Caddo Parish FPD #3 (Greenwood)	Caddo	2,458	19	--
Caddo Parish FPD #4 (Keithville)	Caddo		8	--
Caddo Parish FPD #5 (Shreveport)	Caddo		5	--
Caddo Parish FPD #6 (Keithville)	Caddo		6	--
Caddo Parish FPD #7 ***** (Oil City)	Caddo	1,219	--	--
Caddo Parish FPD #8 ***** (Vivian)	Caddo	4,031	--	--
Calcasieu Parish FPD #1 (Moss Bluff)	Calcasieu		6	--
Calcasieu Parish FPD #2 (Carlyss Volunteer Fire Department)	Calcasieu		7	--

JURISDICTION	PARISH	POPULATION BASED ON 2000 CENSUS	NO. OF EMPLOYEES FIRE	NO. OF EMPLOYEES POLICE
Central FPD #4 (Baton Rouge)	East Baton Rouge		12	--
Concordia F.P.D. #2 (Vidalia)	Concordia	4,543	1	--
Covington	St. Tammany	8,483	14	42
Crowley	Acadia	14,225	35	33
Denham Springs	Livingston	8,757	24	45
DeRidder	Beauregard	9,808	14	27
DeSoto Parish FPD #8 (Mansfield)	DeSoto	5,582	12	--
Donaldsonville	Ascension	7,605	16	--
East Baton Rouge Parish FPD #3 (BR)	East Baton Rouge		2	--
East Baton Rouge Parish FPD #5 (BR)	East Baton Rouge		2	--
East Baton Rouge Parish FPD #6 (BR)	East Baton Rouge		15	--
East Baton Rouge Parish FPD #9 (Alsen)	East Baton Rouge		1	--
Eunice	St. Landry	11,499	19	42
Franklin	St. Mary	8,354	7	23
Gonzales	Ascension	8,156	18	36
Grand Caillou F.P.D. #4A * (Houma)	Terrebonne		--	--
Hammond	Tangipahoa	17,639	57	109
Harahan	Jefferson	9,885	15	31
Houma	Terrebonne	32,393	58	90
Iberia Parish FPD #1 (New Iberia)	Iberia		12	--
Jefferson Parish FPD (Metairie)	Jefferson		242	--

JURISDICTION	PARISH	POPULATION BASED ON 2000 CENSUS	NO. OF EMPLOYEES	
			FIRE	POLICE
Jefferson Parish FPD #3 ***** (River Ridge)	Jefferson		--	--
Jennings	Jefferson Davis	10,986	11	42
Kenner	Jefferson	70,517	89	224
Lafayette	Lafayette	110,257	248	278
LaFourche Parish FPD #3	LaFourche		11	--
Lake Charles	Calcasieu	71,757	170	180
Leesville	Vernon	6,753	14	30
Lincoln FPD #1 (Vienna)	Lincoln	424	8	--
Livingston Parish FPD (Walker)	Livingston	4,801	9	--
Minden	Webster	13,027	14	33
Monroe	Ouachita	53,107	216	240
Morgan City	St. Mary	12,703	41	57
Natchitoches	Natchitoches	17,865	44	72
Natchitoches FPD #6 (Natchitoches)	Natchitoches		3	--
New Iberia	Iberia	32,623	63	81
Oakdale	Allen	8,137	4	24
Opelousas	St. Landry	22,860	49	71
Ouachita Parish FPD #1 (Monroe)	Ouachita		157	--
Pineville	Rapides	13,829	54	56
Plaquemine	Iberville	7,064	19	31
Pointe Coupee FPD #4 ***** (Livonia)	Pointe Coupee	1,339	--	--
Rapides Parish FPD #2 (Alexandria)	Rapides		53	--

JURISDICTION	PARISH	POPULATION BASED ON 2000 CENSUS	NO. OF EMPLOYEES	
			FIRE	POLICE
Rapides FPD #3 (Tioga)	Rapides		4	--
Rapides FPD #4 (Pineville)	Rapides		6	--
Rapides FPD #7 (Ruby-Kolin)	Rapides		2	--
Rayne	Acadia	8,552	--	26
Ruston	Lincoln	20,546	49	48
St. Bernard Parish FPD #1-2	St. Bernard		127	--
St. George FPD (Baton Rouge)	East Baton Rouge		101	--
St. Helena FPD #4*	St. Helena		--	
St. John the Baptist FPD #2 ***** (LaPlace)	St. John the Baptist		--	--
St. Landry Parish FPD #1 (Krotz Springs)	St. Landry	1,219	10	--
St. Landry Parish FPD #2 (Port Barre)	St. Landry	2,287	7	--
St. Landry Parish FPD #3 (Opelousas)	St. Landry		37	--
St. Martinville	St. Martinville	6,989	--	20
St. Tammany Parish FPD #1 (Slidell)	St. Tammany	25,695	132	--
St. Tammany Parish FPD #2 (Madisonville)	St. Tammany	677	10	--
St. Tammany Parish FPD #3 (LaCombe)	St. Tammany		6	--
St. Tammany Parish FPD #4 (Mandeville)	St. Tammany	10,489	99	--
St. Tammany Parish FPD #7 ***** (Pearl River)	St. Tammany	1,839	--	--

JURISDICTION	PARISH	POPULATION BASED ON 2000 CENSUS	NO. OF EMPLOYEES	
			FIRE	POLICE
St. Tammany Parish FPD #8 (Abita Springs)	St. Tammany	1,957	4	--
St. Tammany Parish FPD #11 ***** (Pearl River)	St. Tammany	1,839	--	--
St. Tammany Parish FPD #12 (Covington)	St. Tammany		26	--
St. Tammany Parish FPD #13 ***** (Goodbee)	St. Tammany		--	--
Scott	Lafayette	7,870		16
Shreveport	Caddo	200,145	564	557
South Bossier FPD #2 ***** (Elmgrove)	Bossier		--	--
Sulphur	Calcasieu	20,512	55	68
Tallulah*	Madison	9,189	–	--
Tangipahoa Parish FPD #1 (Amite)	Tangipahoa	4,110	11	--
Ville Platte	Evangeline	8,145	15	35
Washington Parish FPD #7	Washington		5	--
West Baton Rouge Parish FPD #1 ***** (Port Allen)	West Baton Rouge	5,278	--	--
West Baton Rouge Parish FPD #2 (Brusly)	West Baton Rouge	2,020	1	--
West Baton Rouge Parish FPD #4 ***** (Lobdell)	West Baton Rouge		--	--
West Feliciana FPD #1	West Feliciana		2	
West Monroe	Ouachita	13,250	36	72
Westwego	Jefferson	10,763	10	39
Winnfield	Winn	5,749	6	27
Zachary	East Baton Rouge	11,275	18	39
TOTALS			4,300	4,075

JURISDICTION	PARISH	POPULATION BASED ON 2000 CENSUS	NO. OF EMPLOYEES	
			FIRE	POLICE
TOTAL FIRE AND POLICE EMPLOYEES			8,375	

***** These civil service boards have not been sworn in.

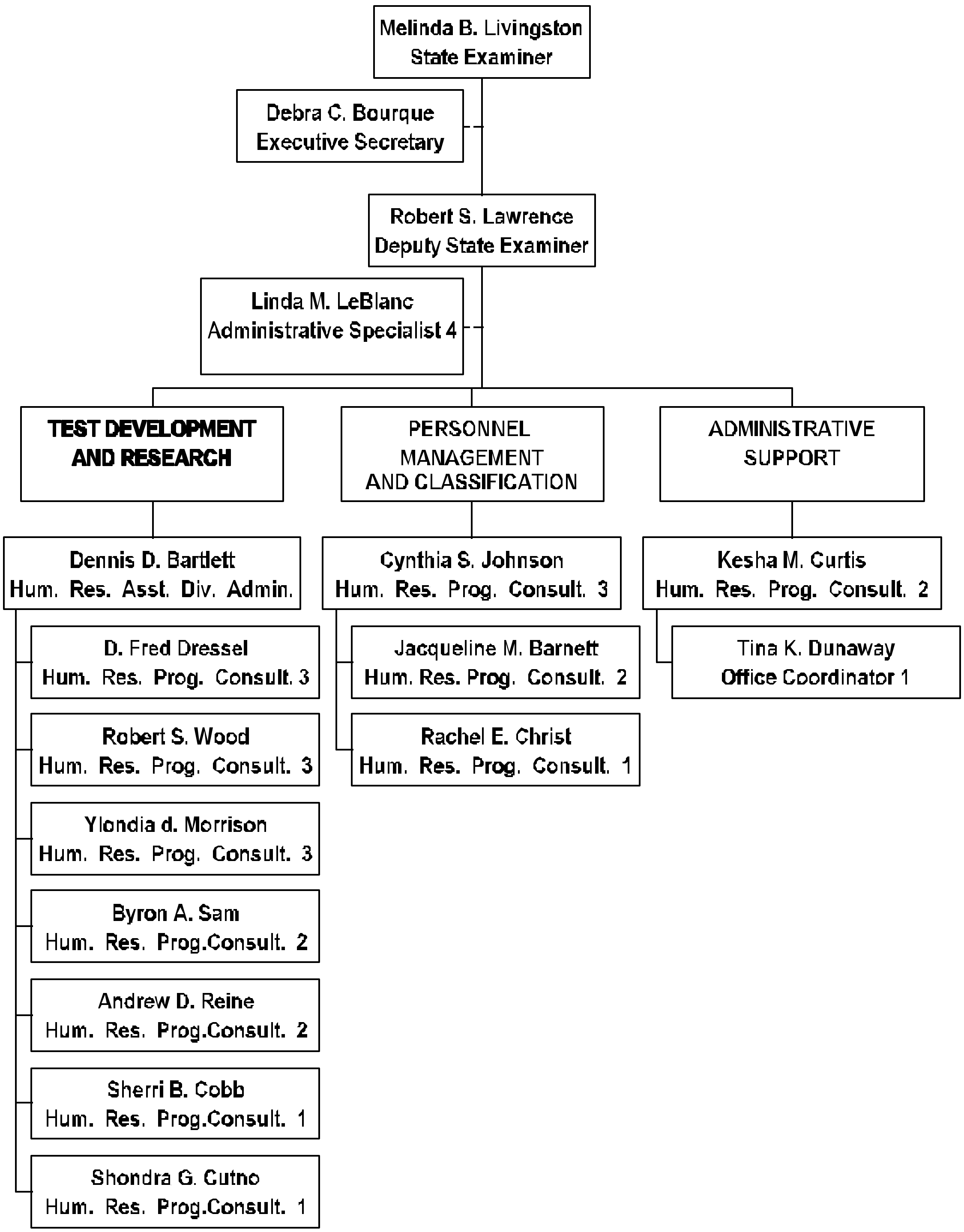
APPENDIX E

ORGANIZATIONAL CHART
FOR
OFFICE OF STATE EXAMINER

STRATEGIC PLAN
FISCAL YEARS 2005-06 THROUGH 2009-10

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

ORGANIZATIONAL STRUCTURE
OFFICE OF STATE EXAMINER
MUNICIPAL FIRE & POLICE CIVIL SERVICE


Melinda B. Livingston
State Examiner
Debra C. Bourque
Executive Secretary
Robert S. Lawrence
Deputy State Examiner
Linda M. LeBlanc
Administrative Specialist 4
TEST DEVELOPMENT AND RESEARCH
PERSONNEL MANAGEMENT AND CLASSIFICATION
ADMINISTRATIVE SUPPORT
Dennis D. Bartlett
Hum. Res. Asst. Div. Admin.
D. Fred Dressel
Hum. Res. Prog. Consult. 3
Robert S. Wood
Hum. Res. Prog. Consult. 3
Ylondia d. Morrison
Hum. Res. Prog. Consult. 3
Byron A. Sam
Hum. Res. Prog.Consult. 2
Andrew D. Reine
Hum. Res. Prog.Consult. 2
Sherri B. Cobb
Hum. Res. Prog.Consult. 1
Shondra G. Cutno
Hum. Res. Prog.Consult. 1
Cynthia S. Johnson
Hum. Res. Prog. Consult. 3
Jacqueline M. Barnett
Hum. Res. Prog. Consult. 2
Rachel E. Christ
Hum. Res. Prog. Consult. 1
Kesha M. Curtis
Hum. Res. Prog. Consult. 2
Tina K. Dunaway
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